

CAYON HBL RIO  
B70  
URBAN/MUNICIPAL  
1991  
on of the  
**LAMILTON**



First issue with this  
title - formerly Summaries  
of the Current ...

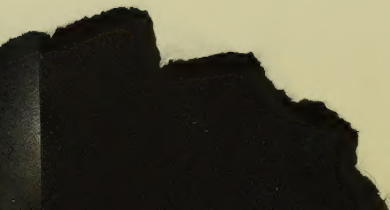
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**1991 BUY**





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URBAN MUNICIPAL

MAY 21 1991

## Current Budget

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## MEMBERS OF THE 1991 COUNCIL

### MAYOR

Robert M. Morrow

### ALDERMEN

Ward 1 - T. Cooke  
- M. Kiss

Ward 3 - B. Hinkley  
- D. Drury

Ward 5 - D. Agostino  
- F. Lombardo

Ward 7 - H. Merling  
- J. Gallagher

Ward 2 - V. J. Agro  
- W. M. McCullough

Ward 4 - G. Copps  
- D. Wilson

Ward 6 - T. Jackson  
- V. Formosi

Ward 8 - D. Ross  
- T. Murray

### OFFICERS OF THE TREASURY

E. C. Matthews, B.A., C.A.  
Treasurer

### FINANCE DIVISION

I. R. Hammel, A.M.C.T.  
Manager of Accounting

N. R. Adhya, B. Comm., C.M.A.  
Manager of Budgets

T. W. Daw, C.M.A.  
Manager of Revenues

### OTHER DIVISIONS

T. M. Bradley, P.M.M.  
Manager of Purchasing

G. Dibacco  
Supervisor of City Garage

### AUDITOR

MacGillivray Partners  
Chartered Accountants

### BANKER

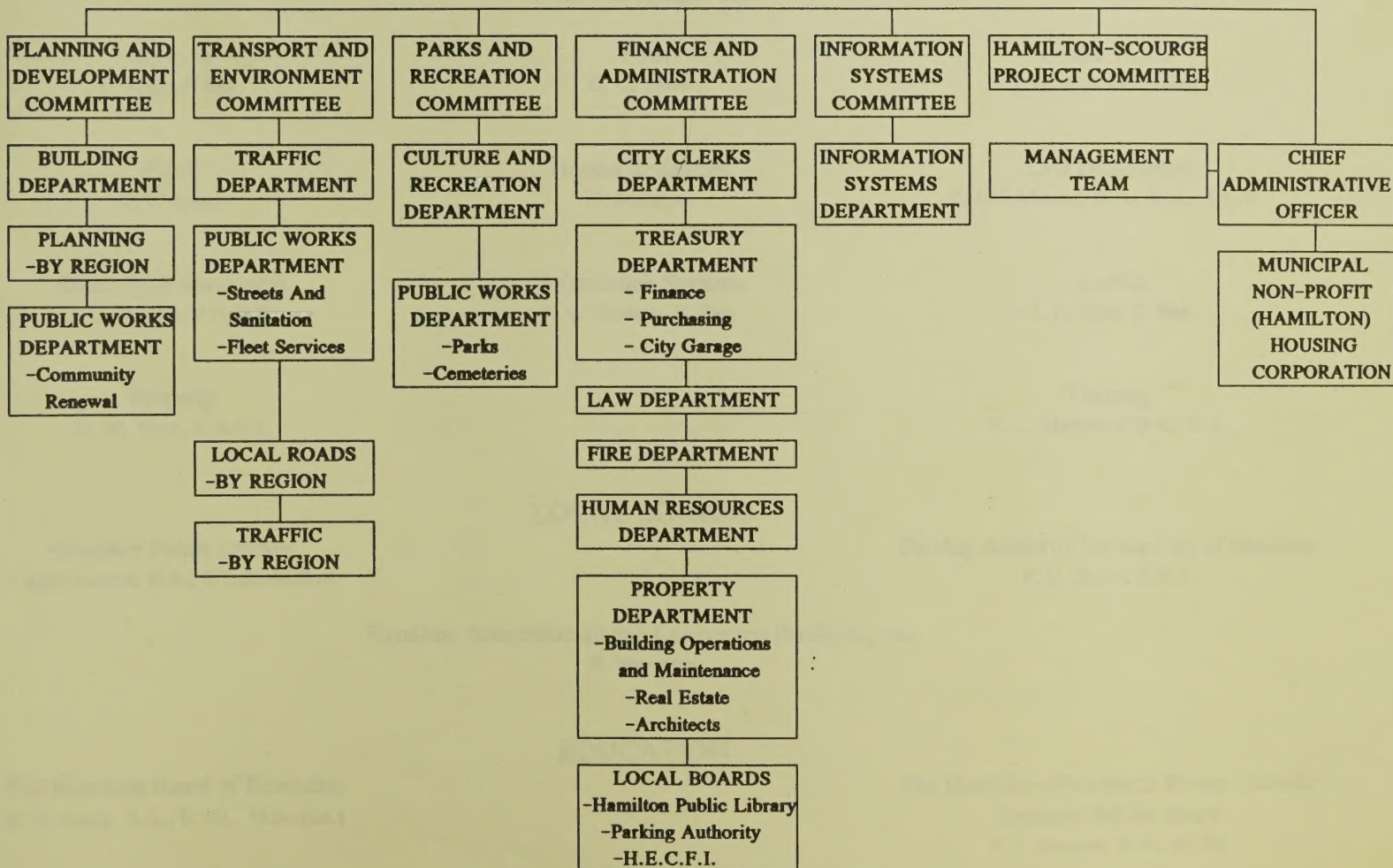
Canadian Imperial Bank  
of Commerce





## COMMITTEES OF COUNCIL

MAYOR  
CITY COUNCIL







## CHIEF ADMINISTRATIVE OFFICE

L. Sage, H.B.A.

## DEPARTMENTS

### Building

L. King, P. Eng.

### Fire

G. C. Baker

### Public Works

J. G. Pavelka, P. Eng.

### Clerk

K. E. Avery

### Human Resources

J. Johnston

### Law Department

P. Noé Johnson, B.A., M.A., L.L.B.

### Culture and Recreation

R. C. Sugden, R.D.M.R.

### Information Systems

J. G. Hindson, P. Eng.

### Traffic

M. F. Main, P. Eng.

### Property

D. W. Vyce, A.A.C.I.

### Treasury

E. C. Matthews, B.A., C.A.

## LOCAL BOARDS

### Hamilton Public Library

J. McAnanama, B.A., B.L.S., M.B.A.

### Parking Authority for the City of Hamilton

P. G. Baker, H.B.A.

### Hamilton Entertainment and Convention Facilities, Inc.

G. Macaluso

## EDUCATION

### The Hamilton Board of Education

K. A. Rielly, B.A., B. Ed., M.Sc.(Ed.)

### The Hamilton-Wentworth Roman Catholic

#### Separate School Board

P. J. Brennan, B.A., M. Ed.





# 1991 CURRENT BUDGET





## MESSAGE FROM THE MAYOR

### *TO ALL CITIZENS OF HAMILTON:*

It is with great pleasure that I present to you the City of Hamilton's 1991 Current and Capital Budgets. I believe this presentation to be self-explanatory and beneficial in communicating the various city programs which are planned for 1991 and future years.

The City of Hamilton as the heartland of the Regional Municipality of Hamilton-Wentworth is located at the south-western tip of Lake Ontario. The growth of our municipality could be measured by the shift in our employment base to become more diversified and vibrant with growing emphasis in the service industry. In spite of the difficult economic environment which has been experienced not only locally but across the nation, Hamilton with its expanding cultural community continues to strive to "steel" your heart.

In recognition of the economic climate, both the Current and Capital Budgets were prepared with the objective of minimizing the tax impact on you, the local taxpayers. The stated directive from City Council to the Civic Departments was to prepare the Current Budget with a zero tax rate increase. After a careful evaluation of maintaining the 1990 programs and services in 1991 dollars and prioritizing these existing services, this objective was achieved with a 1.96% increase as the City's component of the tax bill. The overall tax increase for 1991 is a respectable 3.08 % when providing for tax increases related to the Boards of Education and Hamilton-Wentworth Regional operations.

As a result of "holding-the-line", City Council and to a greater extent Management Team have undertaken a commitment to "rightsizing" of the Civic structure. This commitment would endeavor to make civic programs and services more efficient and streamlined without any noticeable affect on the level of service provided to the public.

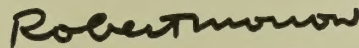
## MESSAGE FROM THE MAYOR

As examples of the types of services and programs provided by the City, I would highlight the following:

- multi-million dollar waterfront park development
- an expanded (through corporate sponsorship) home beautification program - the Trillium Awards
- nurturing over 160 City parks and over 70,000 trees
- the "Rapid-Zap" early response Fire Department program which through the use of semi-automatic defibrillation machines assist in the treatment of a victim's heart condition - another first for the City Fire Department
- our entertainment and convention facilities under the H.E.C.F.I. Board management hopes to surpass their hosting of over 1,000,000 in 1990 attendance

In conclusion, I would like to take this opportunity to express my appreciation of City Council and its leadership for making difficult policy and program decisions in order to finalize the Current and Capital Budgets within reasonable increases. This was only possible due to the excellent co-operation and extensive budget preparation by the Chief Administrative Officer, City Treasurer and Management Team.

Sincerely,



Mayor Robert M. Morrow

June 1991



## THIS IS HAMILTON

### HISTORY OF HAMILTON

The history of Hamilton is one of Loyalist settlers engaged in agriculture, commerce, and heavy industry centering around a strategic position at the western tip of Lake Ontario.

In the summer of 1669, Rene Robert Cavelier, Sieur de La Salle, discovered Burlington Bay. Settlement of this area did not really commence, however, until more than one hundred years later. Members of the United Empire Loyalists have been cited as the first settlers who migrated north to this new, untouched, frontier.

On June 18, 1812, the United States declared war on these British Loyalists in an attempt to claim Upper Canada and beyond, as part of the U.S.A. After the Treaty of Ghent was signed, marking the end of the war, migration to Canada increased. Captain George Hamilton was among this flock of new settlers and after a mere two years, he converted a scattered collection of homes into a town bearing his name.

The turning point for the Town of Hamilton occurred when the Burlington Bay Canal, completed in 1825, connected Hamilton with Lake Ontario making Hamilton an excellent centre for receiving goods and distributing them through the hinterland area. Wheat and other agricultural products from the surrounding environs were purchased here by merchants and transported by boat through the harbour, while manufactured goods were imported for sale to the agriculturalists. In anticipation of increased business, merchants, professionals and industrialists from near and far either relocated or expanded into Hamilton. This influx of trade and commerce aided the town to establish itself as a port in Southern Ontario which is now the focus of Hamilton's economy.

Settlement continued rapidly into the 19th Century with the acceleration of wheat exports and other business, and by 1846, the town had become a city with a population of 6,832. In January 1847, the first election was held under the provision of the new City charter and Hamilton's first Mayor, Colin C. Ferrie, was appointed. In 1854, the Great Western railway completed the first railroad line constructed through the core of the downtown section. Hence, goods could conveniently be transported via rail, road or water. This marked the beginning of an era for Hamilton; as it was no longer considered a small port, but rather a city possessing wealth in numbers and also in a variety of forms of transportation.

## THIS IS HAMILTON

### HISTORY OF HAMILTON

Manufacturing felt its first expansive boost in 1878 with the imposition of the National Policy. No longer could cheap manufactured goods flow freely across the border from the United States. Instead, some American firms moved into Canada to maintain their markets, while the foundries and mills in operation before 1878 expanded to handle the increased demand for their goods caused by the reduction of competition. The Hamilton area was favoured because of its central location with respect to sources of raw materials and consumer markets. By 1899, cheap electric power and the fine transportation system by boat, rail and radial lines were also factors in the continued growth of industry in the area.

### HAMILTON TODAY

The population of Hamilton has grown to over 307,000 and takes up over 38,000 acres of land above and below the Niagara escarpment. The land below the escarpment bordering on Lake Ontario holds much of the industry, commerce and highrise offices, residential buildings, along with the older residential structures. The area above the escarpment, commonly referred to as "the mountain", has served to accommodate residential expansion. For the mountain residential area of 4,258.9 hectares and a population of over 112,000 and growing, there are recreation complexes, hospitals, library facilities and community and shopping centres.

The focus on industry in Hamilton traditionally has been steel. The two major employers in the Hamilton area are Dofasco (Dominion Foundries and Steel) and Stelco (The Steel Company of Canada) which employ 11,300 and 7,500 individuals respectively. Founded in 1910, Stelco has a coverage of approximately 1,000 acres and annual raw steel capacity, at the Hamilton location, of six million tons. Dofasco, which has been established since 1912, has now become the largest steel manufacturer in Canada after a recent acquisition. Both companies have established continuous cast operations. Dofasco production includes consumer durables and construction materials, whereas Stelco has a reputation as being more diverse in its industrial output. Together these steel producers account for over 60% of the nation's steel. Both companies are leaders in technology and research and have had a tremendous impact on Hamilton directly and indirectly for almost eighty years. Presently the steel industry and related businesses account for 33% of the local economy. This steel economic dependence has declined in recent years due to progressive



## THIS IS HAMILTON

## HAMILTON TODAY

diversification into other sectors including health. Summarized below is a list of the largest employers (greater than 1,000 employees) operating in Hamilton:

| EMPLOYER                                            | APPROXIMATE<br>NUMBER OF EMPLOYEES |
|-----------------------------------------------------|------------------------------------|
| 1. Dofasco Inc.                                     | 11,300                             |
| 2. Stelco Inc.                                      | 7,500                              |
| 3. Hamilton Board of Education                      | 6,785                              |
| 4. Chedoke-McMaster Hospitals                       | 4,600                              |
| 5. Hamilton Civic Hospitals                         | 4,500                              |
| 6. Regional Municipality of Hamilton-Wentworth      | 4,100                              |
| 7. McMaster University                              | 3,700                              |
| 8. St. Joseph's Hospital                            | 2,930                              |
| 9. Hamilton-Wentworth Separate School Board         | 2,850                              |
| 10. City of Hamilton                                | 2,350                              |
| 11. Westinghouse Canada - Electrical and Mechanical | 1,450                              |
| 12. St. Peter's Hospital                            | 1,200                              |
| 13. Camco Inc. - Major Electrical Appliances        | 1,100                              |
| 14. J.I. Case - Agricultural Machinery              | 1,100                              |
| 15. Mohawk College                                  | 1,010                              |
| 16. Bell Canada                                     | 1,000                              |
| 17. Canadian Imperial Bank of Commerce              | 1,000                              |

## RENEWAL OF HAMILTON'S DOWNTOWN CENTRE

As previously stated, Hamilton's economy has been shifting from that of primarily an industrial and manufacturing city to one that is more service oriented. This increase in the service sector has been helped by the rapid transformation of the downtown core by



## THIS IS HAMILTON

### RENEWAL OF HAMILTON'S DOWNTOWN CENTRE

an urban renewal project which was initiated in 1967, Canada's centennial year. Between 1972 and 1989 more than \$300 million has been invested in this urban redevelopment. This investment has provided for the construction of Lloyd D. Jackson Square, an ultra-modern shopping centre of 230 stores with adjacent office towers, the well-known Hamilton Place Theatre Auditorium and the Hamilton Art Gallery. The new homes of the Central Library and Hamilton Market, in the Square, were completed and opened in 1980, while 1981 witnessed the additions to the development of the Hamilton Convention Centre/Provincial Office Tower to complement the other specialized service facilities completed during this redevelopment.

The Hamilton Convention Centre, complete with total exhibit space of 40,000 square feet, a banquet hall with seating and facilities to serve 1,900 patrons, and 13 meeting rooms of various sizes, opened in June 1981. This facility was built at a cost of \$16.7 million with the Province of Ontario contributing \$5.1 million toward the cost. In addition, the Province has constructed a 14 storey office building above the Convention Centre to provide office space for the various Provincial Ministries and as an interim measure office space for the Regional Municipality of Hamilton-Wentworth administration departments.

The Standard Life Centre, Phase IV of Lloyd D. Jackson Square, provides an additional 400,000 square feet of office space and approximately 100,000 square feet of retail commercial area. In addition, the Victor K. Copps Trade Centre/Arena facility and the Sheraton Hamilton Hotel, were both completed in 1985.

The Victor K. Copps Trade Centre/Arena facility (Copps Coliseum), at an estimated cost of \$41.3 million, contains over 18,000 arena seats and has 60,000 square feet of exhibition space which can be increased to over 87,000 square feet with the inclusion of the ice surface. The Federal Government contributed \$4 million and the Province of Ontario contributed the same amount by stages. Connected to the Sheraton Hamilton Hotel complex and Lloyd D. Jackson Square, it increases the amount of retail space in the development by 33,000 square feet. The Trade Centre/Arena, which is located at the south-east corner of Bay and York Streets has state-of-the-art facilities for sporting events, major convention sessions, concerts, exhibitions and trade shows. In the spring of 1990, Copps Coliseum successfully hosted the national junior hockey championships and established four attendance records. An agreement was reached with an international promoter to book major concert attractions such as the New Kids On The Block, Billy Joel, Diana Ross, and others which were successful in 1990. There's more, in the spring of 1991, Copps Coliseum successfully hosted the 1991 Labatt's Brier Curling Championship. The entire downtown area benefits from the increased exposure



## THIS IS HAMILTON

### RENEWAL OF HAMILTON'S DOWNTOWN CENTRE

brought upon by the Trade Centre/Arena which, it is hoped, will be home to a Professional hockey franchise. Copps Coliseum has consistently proven to be one of the most successful facilities of its kind in North America. The Hamilton Entertainment and Convention Facilities, Inc. which manages and operates the Convention Centre, Hamilton Place and Copps Coliseum provided activities for 1.1 million participants in 1990 and according to a recent McMaster University study this entertainment trio provides an annual economic benefit to the City in the range of \$145 million.

The Sheraton Hamilton Hotel, with 305 rooms and 18 floors, is a welcome addition to the Lloyd D. Jackson Square development. It has 4 lounges/restaurants, banquet facilities for 500 and 25,000 square feet of retail space. Well situated in the development, it is connected to Lloyd D. Jackson Square, Standard Life Centre, Victor K. Copps Trade Centre/Arena and by an overhead covered pedestrian walkway to the Hamilton Convention Centre. The recently renovated Royal Connaught Hotel with 207 rooms and the redecorated Holiday Inn with 219 rooms all located within a 5 minute walking distance of the above facilities, assist with the accommodation of various special events. These facilities have largely enhanced the attractiveness of Hamilton for major conventions and conferences, which in 1990 totalled 182 conventions, 72,000 delegates and 142,000 visitors.

The Downtown Action Plan evolved in the expectation of renewing the current downtown core. The Public Works Department is working with the Business Improvement Area (B.I.A.) to improve the appearance and accessibility of the downtown area. A closure to motorists of the south branch of King Street has been completed in order to establish a transit/pedestrian mall available only to buses during restricted hours. Sidewalks have been widened and their surface changed from concrete to interlocking bricks. Even the street lights have been upgraded to an attractive wrought iron design.

The redeveloped Gore Park provides a victorian garden, an amphitheatre, and in the area near the cenotaph, both grassed and hard surface areas. Extensive use of greenery has been made, particularly with the planting of over two hundred trees. The area north of Gore Park has been expanded to include the entire Central Business District, providing new sidewalks, lighting, trees, benches, bicycle racks and waste receptacles.

The Facade Improvement Programme commenced in 1986, providing low interest loans to owners of commerical properties located in approved business improvement areas. This will be a continuous program that will rehabilitate building exteriors as well as



## THIS IS HAMILTON

### RENEWAL OF HAMILTON'S DOWNTOWN CENTRE

improve business facades, including store fronts and signage.

In other recent developments, the Canadian Imperial Bank of Commerce completed the first of their twin banking and office complexes in 1987, on the site of their former bank building in the heart of the City's downtown core. Construction was completed on the second and final C.I.B.C. \$33 million office tower early in 1991. In addition, in conjunction with the major expansion of the Eaton's department store next to the Lloyd D. Jackson Square complex, a \$7.2 million Parkade was completed in late 1987 to accommodate present and future parking needs in the downtown area. Another pedestrian walkway has been completed linking this Parkade with the new 120 shop Eaton's Centre mall adjacent to their \$100 million store. Future development includes permanent Regional offices and a new Royal Bank complex.

### HAMILTON AND SCOURGE

HAMILTON and SCOURGE are two armed merchant schooners from the War of 1812 on Lake Ontario, remarkably preserved in the depths of Lake Ontario for the past 177 years. The City of Hamilton obtained title to these vessels in 1980; an international museum is planned.

In 1990, the JASON Foundation for Education made the HAMILTON-SCOURGE Project the focus of its educational efforts; in April and May 250,000 schoolchildren in fourteen museums across North America watched the live action via satellite on closed circuit television, while JASON, a remote operated vehicle, and its world-class crew completed scaled photography of HAMILTON and SCOURGE. The value of this in-kind donation — including ship-to-shore and personnel donations from Canada Centre for Inland Waters — is estimated at \$9.5 million; the City supplied accommodations and a barge platform.

### WATERFRONT PARKS DEVELOPMENT

Hamilton's Waterfront Development project involves the redevelopment of over 40 acres of city owned property in the west end of Hamilton Harbour into an exciting new recreational amenity for the residents of Hamilton — Wentworth and our tourists.

## THIS IS HAMILTON

### WATERFRONT PARKS DEVELOPMENT

The development is intended to not only increase the level of accessibility and usefulness of a waterfront area that is now quite limited in its activity and image but also to stimulate economic growth through accessory commercial and residential uses.

While environmental concerns and constraints have delayed the project over the several years, a favourable position from the Provincial Ministry of the Environment is anticipated shortly.

The City has been working closely with the Hamilton Harbour Commission in developing a component of the overall park, Pier 4 Park, in concert with the Hamilton Harbour Commission's marina expansion project. This portion of our development is underway.

### TRANSPORTATION IN HAMILTON

Hamilton's transportation needs are well served by road, rail, water and air.

Over 100 million people live within a radius of 500 miles of Hamilton, and the City acts as the major distribution centre to the entire Niagara Peninsula. As such, the City is the hub of a series of nine Provincial highways which include two, four-lane, controlled access roads. These highways are used by a large number of transport companies to move goods to and from Hamilton and other centres in Ontario and in the States of New York, Pennsylvania and Michigan. The City is served by the Canadian National Railway, the Canadian Pacific Railway, and the Toronto, Hamilton and Buffalo Railway which links the C.P.R. to the Penn Central System in the United States.

The port of Hamilton which can accommodate the largest ocean going vessels that transit the seaway has 10 shipping piers occupying 350 acres and 11,350 metres of modern dock facilities. Full tug, workboat, and roll-on, roll-off terminal capabilities are available and help the port clear over twelve million metric cargo tonnes per year in and out of port. The Hamilton Harbour Commissioners marine dockyard offers a variety of facilities to the recreational boating community and takes pleasure in being able to serve it.

In order to facilitate the increase in trade and commerce in Hamilton, two major transportation facilities have recently been



## THIS IS HAMILTON

### TRANSPORTATION IN HAMILTON

completed, namely the twinning of the Skyway Bridge and the Airport expansion. The Q.E.W. Skyway Bridge twinning further increased the accessibility between Hamilton-Wentworth industries and their markets. The established Hamilton Civic Airport's recent \$48 million expansion included construction of an 8,000 foot east-west runway, expansion of current apron and taxiways as well as tripling the present terminal size. The benefit of such enlargement is to improve the access to national and international business communities for Hamilton businessmen.

Future transportation improvements include a new regional highway and the proposed extension of the full rapid transit service from Oakville to Hamilton. In June 1990, ground breaking ceremonies took place on the Red Hill Creek Expressway, which will link the Q.E.W. highway in the east end of the City to the other major highway, #403 on the west mountain, and expected to be completed by the year 1999. In using the rapid transit or the A.L.R.T. system, Hamilton hopes to upgrade the inter-regional transit services to the neighbouring Toronto area, as well as increase the accessibility to existing and planned business in the downtown core.

### ARTS, FESTIVALS, CULTURAL AND EDUCATIONAL FACILITIES

Hamilton's natural setting is enhanced by the presence of the Royal Botanical Gardens. It has taken a prominent role as an institution on this continent and representing one of only five such gardens in the world. The physical aspect which visitors so appreciate, the garden and natural areas, are all part of this scientific and educational resource centre. It stands as something of a hybrid between an experimental station, a museum, and a university, combined with the informal recreational aspects of a fine park system.

Hamilton has festivals. Five of its largest festivals are "Your Festival", "Earthsong", "Festival of Friends", "Cari-Can", and "Winterfest". As part of the celebration of the Hamilton Harbour, Aquafest involves various water activities including the berthing of the "Empire Sandy", Canada's largest tallship.

In the area of culture, the Hamilton Art Gallery is the third largest art gallery in Ontario; Hamilton Place which is a world renowned theatre-auditorium; the Hamilton Philharmonic Orchestra with a core of 32 resident musicians; and the Hamilton Public

## THIS IS HAMILTON

### ARTS, FESTIVALS, CULTURAL AND EDUCATIONAL FACILITIES

Library with over 800,000 books, 6,000 records and 2,600 films and videos. There are 5 civic museums, the most noteworthy being Dundurn Castle, the historic home of Sir Allan Napier MacNab who was among other roles a Prime Minister of Upper Canada. Enhancing the diverse arts/cultural fibre of the City are the 5 theatre companies and Opera Hamilton which plays to Hamilton Place audiences with 3 annual performances. One of the theatre companies, Theatre Aquarius, broke ground in April, 1990 on their estimated \$10 million theatre complex expected to be completed by September 1991. The theatre complex land, located in the downtown core, was donated to the theatre company by the City of Hamilton, indicative of the commitment to the Arts by the City.

The century old McMaster University accommodates almost 17,000 full-time and part-time students. The university employs 1,000 faculty members and 2,700 support staff. McMaster has one of the world's first university campus nuclear research reactors and three libraries with a combined total of 1.5 million volumes. McMaster has an international reputation in the area of health sciences for the innovative programs the school of medicine offers. In addition to the six faculties (Business, Engineering, Health Services, Humanities, Sciences, and Social Services), the University's research centre is recognized for its contribution to medical science.

Mohawk College of Applied Arts & Technology is a diploma/certificate granting institution. With over 13,000 students enrolled in full-time courses and over 61,600 in part-time courses, it offers 60 post secondary, 32 retraining and 7 apprenticeship programs. Courses included a variety of vocational instruction in industry, commerce, and languages.

The Hamilton-Wentworth Economic Development is responsible for promoting the City of Hamilton in Canada, the U.S.A., and overseas. As indicated above, there is much to promote in this busy metropolitan centre. The changes and improvements made in the City's structure from its agricultural and commercial beginnings make it a dynamic city in which to be involved, now and in the future.



## REPORT OF THE FINANCE AND ADMINISTRATION COMMITTEE

As approved by City Council April 30, 1991

To the Council of The Corporation of the City of Hamilton.

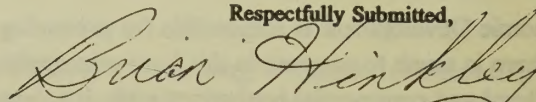
Members of Council :

The Finance and Administration Committee presents its NINTH Report for 1991  
and respectfully recommends :

1. That leave be granted to introduce the following bills :

- (a) Bill No. H-19 By-Law No. 91-84 to Fix the Rates of Taxation for Municipal, Regional and School Purposes for the year 1991.
- (b) Bill No. H-20 By-Law No. 91-85 to Fix the Rates of Taxation for Municipal (City) Purposes for the year 1991.
- (c) Bill No. H-21 By-Law No. 91-86 to Fix the Rates of Taxation for Regional Purposes for the year 1991.
- (d) Bill No. H-22 By-Law No. 91-87 to Fix the Rates of Taxation for School Purposes for the year 1991.
- (e) Bill No. H-23 By-Law No. 91-88 to Levy an Annual Tax on Telephone Companies doing business in Ontario, respecting the Bell Telephone Company of Canada.

Respectfully Submitted,



ALDERMAN BRIAN HINKLEY

CHAIRMAN, FINANCE AND ADMINISTRATION COMMITTEE

J. D. Thompson, Secretary

## REPORT OF THE CHIEF ADMINISTRATIVE OFFICER

### INTRODUCTION

I am pleased to present the City of Hamilton's 1991 Current Budget and 1991-1995 Capital Budget representing the revenues and expenditures of the City's current operations and long-term planning through various capital projects which reflect the needs and desires of a diverse urban population. In addition, the City's unique features of an upper and lower city divided by an escarpment ranging from 60 to 90 metres in height, the deep water harbour, and the varied industrial, commercial and residential mix within the City, present a constant challenge to politicians and planners to decide on where the priorities lie.

The City of Hamilton, largest of the six area municipalities comprising the Regional Municipality of Hamilton-Wentworth, is responsible for services and programs related to fire protection, local roads, traffic control, building inspection, public works, recreation and community services, property maintenance, along with various administrative functions. In addition, the Hamilton Public Library, the Hamilton Entertainment and Convention Facilities Inc. (which operates Hamilton Place, Hamilton Convention Centre and Copps Coliseum) and the Hamilton Parking Authority, each representing an independent Local Board, are part of the general responsibility of the City.

The challenge faced by the Management Team in preparing the 1991 budget was to keep the increase in the tax rate as low as possible while still maintaining services to the citizens of Hamilton at their current levels. Council instructed us to find innovative ways to carry on serving the citizens of Hamilton as before without adversely affecting staff.

### CURRENT AND CAPITAL BUDGETS - THE PROCESS

Formulating the Current and Capital budgets presented a difficult challenge for senior staff. The challenge relates to the mix of providing sufficient programs and services to address community needs without an excessive tax burden on the community to pay for these services. This challenge reflects the difficult economic climate experienced within the community and nationally.

The process for both the Current and Capital budgets started in September 1990 from the staff perspective, wherein programs and services are evaluated and costs determined for 1991. The budgets are developed with the assistance of guidelines which are issued by the Treasurer and treasury staff. There are similarities of process with both budgets. These similarities involve the role of staff in developing the budgets; treasury staff to co-ordinate the budgets; the Management Team for establishing program priorities and recommending funding levels; and City Council in approving the final budgets.

A major component to this process involves the use of policies, both established and those created during the process, which provide the parameters and direction of the budgets.



## REPORT OF THE CHIEF ADMINISTRATIVE OFFICER – continued

### CURRENT BUDGET – THE POLICIES

The Current Budget Policies and Guidelines are summarized on page 19.

Clearly the Policy which set the stage for the 1991 budget was approved by City Council on October 30th 1990. In this policy or guideline, Council recognized the growing concern of the Community of being overtaxed by all levels of government. A zero tax rate increase would stabilize the local tax impact, however there would be a cost for this stabilization. This cost would be in terms of providing for no new programs and/or associated staff, along with some difficult decisions about the level of service for existing programs. Should the possible reduction in the levels of service be too severe, Council agreed to an alternative by allowing a tax rate increase up to the projected rate of inflation.

As a new initiative to be more responsive in the budget process, City Council took the unprecedented initiative in organizing a pre-budget public forum. This session involved presentations to the community by all local levels of government, specifically the Regional Municipality of Hamilton-Wentworth, both the Public and Separate School Boards, as well as civic representation. The information presented was well received and provided sufficient feedback to the government representatives to reinforce the need for as nominal a tax rate increase as possible from the taxpayers perspective.

Another significant policy change occurred in December 1990, with the revision of the expenditure control parameters, allowing a shift to a departmental bottom line basis from a more detailed account basis. This policy change indicated that Council was willing to accept a greater level of accountability by the senior staff. This increased responsibility was reinforced by Council in February, when they authorized a significant budget process change of bypassing the Standing Committee budget review and presenting the budget, as prepared and recommended by the Management Team, to the Committee of the Whole.

The Management Team worked extremely hard to ensure that the confidence bestowed to them by Council did not fail. The 1991 budget presentation to the Committee of the Whole after some minor service level modifications was approved. However, not only was the budget approved but more importantly a new long term program of downsizing, or expressed in the positive, rightsizing was approved. A commitment of reducing the City's staff complement by 50 Full Time Equivalents by year end is yet a new challenge facing Management Team, which will be undertaken with a view to streamlining City operations in recognition of the environment facing the local business community.

### CAPITAL BUDGET – THE POLICIES

The relevant policies which were instrumental in guiding the direction of the Capital budget largely involve the financing of the various programs. More specifically the level of debt which is to be incurred, the use of reserve funds, and the pay-as-you-go concept. Further clarification of these policies and guidelines can be found within the Treasurer's Report in the Capital Budget starting on page 94 of this publication.

## REPORT OF THE CHIEF ADMINISTRATIVE OFFICER – continued

### THE 1990'S APPROACH

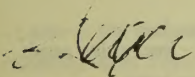
The preparation of packages and programs and establishing a prioritized funding level led the Management Team to think globally and establish a long range plan known as "rightsizing", in order to find correct staffing levels in all areas of the organization. It is not business as usual. The quality fad has given way to a continuous improvement approach that is designed to correct today's problem and eliminate tomorrow's road blocks. The pyramidal structure is being reviewed carefully to make room for a horizontal management approach which takes advantage of the highly motivated and micro-computer oriented staff. The City Council has approved the program of "rightsizing" which will proceed with the voluntary departure of 50 staff or Full-Time Equivalents (F.T.E.'S). This will cut the base for the 1992 Current Estimates by \$2 million. This does not include 30 identified F.T.E.'s that were eliminated during the 1991 budgeting process.

### CONCLUSION

We believe that by keeping Hamilton's tax rate low while continuing to provide excellent service, Council will increase the City's attractiveness to new business and to business seeking to relocate in our community.

In conclusion, I convey my sincere thanks to Management Team members and their staff, and the Treasurer and his staff, for their sincere efforts, advice and dedication in compiling the documentation and going through the difficult process. I also acknowledge the efforts and dedication of Council members in reviewing the budgeting process and approving a tax rate which will benefit the Taxpayer in these difficult times facilitated by continuous program improvements. I would also like to express the Management Team's appreciation for the confidence Council has shown in the Management Team's ability to manage prudently in these difficult economic times.

Respectfully submitted



Lou Sage, H.B.A.  
Chief Administrative Officer



## 1991 CURRENT BUDGET POLICY AND GUIDELINES

| Date                 | Policy/Guidelines                                                                                                                                                                                                                                                                               | Change/Implication                                                                                                                                             |
|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| September 25, 1990   | Procedural by-law revised to provide for a process to finance unbudgeted expenditures.                                                                                                                                                                                                          | SIGNIFICANT POLICY CHANGE - ensures that unbudgeted expenditures have a recommended source of funding approved by City Council prior to any incurred expenses. |
| October 9 & 12, 1990 | Current budget timetable approved by Council; staff requested to prepare budgets on a maintenance budget basis - no new staff or programs.                                                                                                                                                      | Indication of difficult budget.                                                                                                                                |
| October 30, 1990     | Staff directed to prepare the 1991 Budget Estimates on the basis of a zero percent increase over 1990 ; cuts in services to be proposed to Committees to achieve a zero increase in budget allocations; any Council/Committee budget increase to be limited to the projected rate of inflation. | Stated objective for establishing 1991 budget - required Departments to prioritize and package reduction programs to achieve budget objective.                 |
| December 11, 1990    | Revisions to Expenditure Control Policy to establish controls on a Departmental bottom line basis along with increased authorization limits for Department Heads, the C.A.O., and Committees.                                                                                                   | SIGNIFICANT POLICY CHANGE - reduced control restrictions from an account to a Departmental basis; greater flexibility and accountability to senior staff.      |
| February 12, 1991    | All packages relative to the 1991 Budget Estimates to be considered by the Committee of the Whole.                                                                                                                                                                                              | SIGNIFICANT PROCESS CHANGE - no detailed Budget review by Standing Committee.                                                                                  |
| February 21, 1991    | Management Team instructed to recommend to Council a budget within the range of 0% and 4% (possibly 2.8%) and explore downsizing as a tool to achieve this range.                                                                                                                               | SIGNIFICANT PROCESS CHANGE - Management Team authorized to recommend budget level and consider staff level changes.                                            |
| February 26, 1991    | City Council approves of the creation of the "Tax Stabilization Reserve" to reduce the impact of future tax rate fluctuations.                                                                                                                                                                  | SIGNIFICANT POLICY CHANGE - recognize need to stabilize tax increases over the long term.                                                                      |
| March 21, 1991       | City Council approves 1.96% tax increase and adopts downsizing policy to achieve long term current expenditure and staffing savings through reorganization, non-filling vacancies and early retirement.                                                                                         | SIGNIFICANT POLICY CHANGE - downsizing policy establishes additional tools for staffing changes.                                                               |

1991 June 28

## REPORT OF THE TREASURER

### INTRODUCTION

It is with pleasure that I present the City of Hamilton 1991 Current Budget of Revenues and Expenditures of the Corporation of the City of Hamilton including the Library Board, the Parking Authority and the Hamilton Entertainment and Convention Facilities Inc. (H.E.C.F.I.). The net total municipal budget in the amount of \$159,479,450 was approved by a special City Council meeting on Thursday, March 21, 1991. Subsequently the mill rates were approved under Section 1 of the Ninth Report of the Finance & Administration Committee adopted by Council April 30, 1991.

I am also presenting the City's Five Year 1991-1995 Capital Budget Program as approved by City Council on Tuesday January 29, 1991 with the amount of \$136,849,000 (gross cost of \$210,014,000 less subsidies and other funds of \$73,165,000) to be spent over the five year period. There are several capital projects the City is considering implementing in 1991 without a significant increase in debt charges which has meant a greater challenge searching for alternative sources of financing.

The City Management Team faced a challenge to keep the tax rate down to conform to the current recession while ensuring minimum reductions to service levels. With a 5% increase expected in the salary base occupying 75% of departmental budgets, accompanied by a limited user fee resource, Management Team was presented with a challenge to create a workable plan which could be implemented with the blessings of City Council and be acceptable to the taxpayers of Hamilton.

The City has an approved strategic plan "HAMILTON 1991: FUTURE STRATEGIC DIRECTIONS" which is now in the process of revision. The City continues to "provide progressive leadership in community development; promote diversified economic growth; encourage broad-based participation in civic activities; and facilitate a high quality of life for residents". This Plan provides the necessary backdrop to the completion of both the Current and Capital Budgets.

### DIRECTION OF COUNCIL

On October 30, 1990 Council adopted a resolution requiring staff to present a zero percent increase in the 1991 budget estimates. Council in recognizing that this would require service cuts, directed that those non-funded programs were to be presented to the respective Standing Committee. Should the Committee and indeed Council agree to funding any of the proposed cuts, the resultant tax increase would have an upper limit of 5.8%, the 1991 projected rate of inflation.

Later in the budget process, Council provided further instructions which were quite different from prior years' budget directives. First, Council directed that the Management Team was to present their budget recommendations to the Committee of the Whole. (Normally the budgets would be reviewed by the respective Standing Committees.) Secondly, Management Team was authorized to consider "downsizing" as a tool to assist in possible budget reductions and allow for long term operational efficiencies.

All of these Council directives established the necessary parameters within which Management Team could present the 1991 budget.



## REPORT OF THE TREASURER - continued

## BUDGET PROCESS

The budget process and preparation stage commenced as early as July 31, 1990 when the Management Team selected two groups of Department Heads to form the Current and Capital Budget Sub-Committees. From September, 1990 to March 21, 1991 much time was spent with sincere efforts by Department Heads and Managers of the Local Boards, along with their budget staff, and members of the Finance and Administration Committee and Council, to ensure a nominal tax rate increase.

The budget call letters requesting capital budget submissions for the 1991-1995 Provisional Capital Budget were sent to all civic Departments and Local Boards on September 26, 1990, with similar letters for the Current Budget being provided on October 15, 1990, along with detailed guidelines and the direction adopted by Council on October 9 and October 30, 1990. Staff were requested to prepare a maintenance budget, with no provision for any new staff or programs. The Council-proposed zero tax rate increase thereby forced staff to package low priority services/programs as determined by the Department Head or Manager of the Local Boards. These packages represented the difference between the 1991 departmental maintenance budget amount and the 1990 departmental approved budget. As an example, the 1991 maintenance budget for the Treasury Department was \$3,425,510 which represented an increase of \$98,650 over the 1990 approved budget. This increase was to be packaged and later considered on a global basis along with all other departmental packages for funding.

The City took a leadership role in organizing a public meeting on Saturday, December 15, 1990 and invited both the Boards of Education and the Regional Municipality of Hamilton-Wentworth. The purpose of the meeting was to present an overview and forecast of the 1991 Budgets of the City, the Region and the Boards of Education, each representing a portion of the tax bill, and to receive public input. The public felt more informed and the message received by the public officials was absolute in the sense that the budget had to be kept in line with what the people could afford, particularly with a recession already in progress. Clearly the City was involved improving the budget process from the global perspective as well as that portion over which it has direct control.

In the Fall of 1990, Management Team agreed to use consensus in developing all major budget policy resolutions to be considered by Council. The Management Team had a series of top level budget meetings to review and prioritize the packages submitted earlier by Department Heads and Managers of Local Boards (a listing of packages is included - pages 163-167) which in total dollars were sufficient to reduce, along with revenue increases, the tax rate increase to zero or below. Using a voting mechanism of "9" for services/programs considered to be essential, "5" for service/programs which are highly desirable, and "1" for those service/programs that are nice to have, with graduations within this framework, the Management Team came up with a prioritized listing of 99 packages. The next step was to agree on a level of funding to be presented to the Committee of the Whole and Council. The new and enhanced service programs were not entertained unless tradeoffs with existing service programs were identified.

As an interim step the Management Team received confirmation from Council, on February 21, 1991, to reduce the maximum tax rate increase to 4.0%, an achievable rate given the known factors which impact on the budget such as the 1.79% assessment growth, and a 5% increase in the Provincial Unconditional Grants. At this point Management Team was authorized to explore downsizing as a tool to streamline operations not only for the current year operations but more for long term efficiencies. Finally, on March 21, 1991, after a series of positive discussions, Management Team presented to the Committee of the Whole a prioritized list of packages which would comply with the zero tax rate Council directive. However, in light of a possible upturn in the economy towards the latter part of 1991, Management Team had



## REPORT OF THE TREASURER - continued

recommended a nominal tax rate increase by funding some of the deleted packages. After some deliberation over the priority ranking of the funded/non-funded packages, the Committee of the Whole and subsequently Council approved of the final budget at a 1.96% increase. At the same time Council approved a very significant resolution made by the C.A.O. and Management Team with respect to downsizing as follows:

- (a) That the Management Team be directed to reorganize work processes (downsizing) in order to reduce both the current expenditures and the long-term staffing requirements for the Corporation, without adversely affecting service to the Ratepayer or causing any permanent, full-time employees to lose their jobs as a result of downsizing.
- (b) That the City's current personnel complement be reduced by 50 F.T.E.'s (Full Time Equivalents) by December 31, 1991, which will result in an annualized salary savings of \$2,000,000.

It should be noted that 30 F.T.E.'s were eliminated during the budgeting process over and above the 50 F.T.E.'s recommended for elimination by year end.

### METHOD OF BUDGETING

The City uses a "modified program budgeting" approach for both the current and capital budgets. In essence this approach requires the budgets to be prepared and evaluated on the costs of various services or programs offered by the departments. Any alteration in the services or programs would have a larger dollar impact on the budgets. This approach contrasts the "line budgeting" system wherein each account is evaluated and any alterations of accounts has little affect on the overall budget. In the formulation of the budgets, information is collected on an accrual basis of accounting. This is consistent with the format presented in the financial reports.

Any amendments to the budget during 1991 are addressed by the revised (September 1990) Procedural By-law. This By-law requires that any unbudgeted items (i.e. new services or programs) which are being recommended by a Standing Committee or Council must be financed through tradeoffs of other services or programs. These tradeoffs are to be considered first by the appropriate department, then Standing Committee. If resources are still unavailable, the Finance and Administration Committee is requested to find a source of funding. Given a very lean budget, there are not many alternative sources for funds, except for emergencies which could access Contingency funds. In all cases, a funding source has to be approved by Council prior to any relevant expenditures.

### HIGHLIGHTS OF CURRENT BUDGET

The approved revenues and expenditures of the City resulted in a residential mill rate for 1991 of 98.6655 mills, representing an increase over 1990 of 1.8970 mills or 1.96% compared with last year's increase of 4.94% over 1989. The total taxation requirement for 1991, the resultant mill rates and other pertinent information are summarized and presented following this report.



## REPORT OF THE TREASURER - continued

While the City maintains a strong Standing Committee form of local government, this year City Council decided to by-pass individual current budgets being presented to Standing Committees and have all budgets presented directly to Council for approval. This worked extremely well because staff had a well documented budget for their review, the information was clear and discussions were made at the global level. All "pet project" presentations and any parochialism were dealt with fairly at this level. In the process a tremendous amount of time was saved on the part of staff and Council, and everyone was satisfied with the results.

### Current Revenues

The 1991 Revenues for the City of Hamilton are summarized on page 37. The revenues, not including Taxation and the Carry Forward Surplus, have increased/ (decreased) over 1990 by (i) \$1,930,690 or 6.0% in relation to the other revenues, and (ii) (\$46,120) or (0.3%) in relation to user fees. There were two Revenue sources, namely Provincial Unconditional Grants and Assessment Growth, which facilitated the nominal tax increase.

### Provincial Unconditional Grants

The provincial unconditional grants have increased by 5% in 1991 to \$12,489,860 (1990 - \$11,895,521). The 1989 and 1990 grants were held at 1988 levels and were not increased even to the level of inflation.

### Assessment Growth

In spite of the slowing economy, assessment continued to grow in 1991 at a respectable rate of 1.79% over 1990 levels. This translates into an additional \$1.8 million of revenue.

### Surplus For The Year 1990

The City of Hamilton, through careful budgeting and co-operation of the various departments, is able to report a surplus for the 43rd consecutive year in 1990. The anticipated surplus for 1991 is \$500,000 which will be carried forward and form part of the 1992 budget. This is consistent with the policy concerning the planned decline in the use of surpluses to finance the next year's operations. In spite of declining building permit and short term investment interest revenues, the 1991 anticipated surplus should be achieved through tight expenditure monitoring and the affects of the downsizing program.

### Current Expenditures

The 1991 Maintenance Budget amount of \$161,469,700 (Page 40, Column (4), prior to review by Council/Standing Committee), represented an increase of \$7,217,130 or 4.7% over 1990. Following an examination by Management Team, Committee of the Whole and Council, these amounts were reduced by \$1,990,250 to \$159,479,450,

## REPORT OF THE TREASURER - continued

representing an increase in expenditure of \$5,226,880 over 1990 or 3.4%. It is to be noted that the increase in the non-Departmental or financial accounts (reserves, debt charges, contingency, etc.) increased by \$1,996,310, accounting for about 6.9% of the overall increase in expenditures this year. (page 40) As a result, all departments were forced to thoroughly examine and trim all expenditures to compensate for the large non-departmental increase.

### Total Mill Rates and Levies

The Current Estimates and resultant levy of the Regional Municipality of Hamilton-Wentworth, the Board of Education for the City of Hamilton, and the Hamilton-Wentworth Roman Catholic Separate School Board, are included for information purposes. It should be noted that the above named bodies requisition the City of Hamilton for their required levies and the City, by Provincial Statute, must levy and collect the resultant taxes and transfer such levies to these Boards.

City Council approved the mill rates relative to the final City Estimates, along with the Regional and Educational mill rates, on Tuesday, April 30, 1991. The Regional requirement showed an increase of 7.4595 mills for residential purposes or 8.09% over 1990 rates. The Education requirement showed an increase of 1.8982 mills for residential purposes or 1.08% over 1990 rates.

Total requirements for the City, Regional and Educational purposes have resulted in mill rate increases of 11.2547 mills for residential taxpayers and 13.2409 mills for non-residential taxpayers in 1991, an increase of 3.08% for each rate respectively.

### HIGHLIGHTS OF CAPITAL BUDGET

The Capital Budget is the sole responsibility of the Finance and Administration Committee and this Committee presented the budget to City Council on January 29, 1991 based on clear parameters to limit future debt. The 1991-1995 Capital Budget was approved using the process consistent with prior years.

The net Total 1991-1995 Capital Budget Program of \$136,849,000 is financed by: \$30,609,000 (22.4%) from the six mill capital levy through the current budget, \$57,623,000 (42.1%) from the Reserves and Reserve Funds, and the balance \$48,617,000 (35.5%) by the issuance of debentures over the five year period. Debt charges are expressed as a percentage of levy at 11.6%, which represents a reduction in the formerly approved parameter of 12.5% and limits debenture charge increases to 5% per year in order to minimize the impact on property taxes.

The City has set a provision in the Current budget for debt charges in the amount of \$15,075,000, which is expected to increase by 5% annually for the next five years. The City also has set up a six mill capital levy (\$6,004,000) which is expected to increase 1.25% annually for the next five years. Another example of the inter-relationship of the Current and Capital Budgets is the additional playlot equipment to be installed in various City parks. This requires, from a current operational basis, the hiring of two playlot equipment repair staff to maintain this new equipment.



## REPORT OF THE TREASURER – continued

Another factor in the Capital budget is the "Pay-As-You-Go" philosophy adopted by the City in the early 1960's and encourages every effort to restrict capital borrowing wherever possible. The Treasurer's report regarding the details of the 1991-1995 Capital Budget Program is shown separately in the Capital Budget section.

### ECONOMIC OUTLOOK

The North American recession, which has been expected by economists since the 1987 Stock Market crash, has finally arrived and is currently being experienced. The recession may have been caused by high interest rates and the tight monetary policy of the Bank of Canada and its counterpart in the United States. In Canada, interest rates were maintained at a higher rate in comparison to the United States in order to restrain the inflationary pressure and to maintain a strong Canadian dollar. In order to avoid severe recession, the Central banks in both Canada and the U.S. have lowered the interest rates in the last several months. This move is intended to boost business and consumer confidence and to stimulate the economy. It is expected that interest rates will continue to move lower for the next six months as the Canadian dollar stays high, and is then expected to level off; although the Bank of Canada maintains that interest rates could go up if inflation moves upward. It is hoped that the recession is bottoming out.

The Consumer Price Index (CPI) in Canada was 4.4% in 1987, 4% in 1988, 5% in 1989, 4.8% in 1990 and is 6.4% in 1991 (average of first five months). The City has used a 5.8% inflationary index for 1991 for budget purposes. This rate and other assumptions in relation to the Current and Capital Budget are all identified in a separate schedule listed in the Appendix (pages 162, 171-172).

### PERFORMANCE MEASUREMENT

General performance measures used by the City include compliance with the budgeted expenditures and revenues to ensure the anticipated year-end surplus, and for 1991 the commitment to the downsizing program whereby 50 F.T.E.'s are to be eliminated by year end.

In addition the City uses a Maintenance Management System for performance measurement mainly in two departments, namely the Public Works (Streets, Sanitation and Parks Division) and the Traffic Department, representing 19.6% of the 1991 City Budget. The Performance Budget concept indicates the relationship between service levels provided and the cost of providing individual services. This is a valuable tool for decision making in terms of providing information which permits the rationalization of funding requirements for services, and the effective monitoring and control of the costs to provide these services. An example of the Traffic Department Performance Budget is included in the "Appendix Section", pages 168-170, for information.

## REPORT OF THE TREASURER - continued

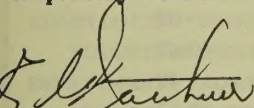
### CONCLUSION

I am enclosing for your information, following my report, a summary listing of relevant documentation.

In closing, the Members of Council should be commended for their efforts in reviewing and approving the final estimates for the Civic Departments and Local Boards. I further commend the Chairman and members of the Finance and Administration Committee for their leadership in meeting the challenge of the annual budget review. This budget reflects the requirements of an urban municipality after providing for essential, and in some areas expanding, services.

I wish to acknowledge the courtesies and co-operation extended to the staff of the Treasury Department in the preparation of these Estimates by His Worship the Mayor and Members of Council, the Local Boards, and other Civic Departments. I would also like to take this opportunity to express my appreciation to the senior City officials and the staff of the Treasury Department, especially the Budget Division for their dedication and cooperation in the preparation of this budget.

Respectfully submitted



E.C. Matthews, B.A., C.A.

Treasurer



## EXECUTIVE SUMMARY

An integral part of this publication is the following listing of Schedules found throughout:

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Also enclosed in this publication is additional statistical information, Capital Budget Programmes, and other relevant information found in the Appendix, all of which support the presentation of the City of Hamilton's 1991 Budgets.

## 1991 CURRENT BUDGET PROCESS

OCTOBER 9 AND 12TH, 1991

OCTOBER 30, 1990

NOVEMBER 6, 1990

NOVEMBER 16, 1990

DECEMBER 15, 1990

CITY COUNCIL ADOPTS TIMETABLE FOR PREPARATION AND REVIEW OF 1991 CURRENT BUDGET ESTIMATES; BUDGET CALL LETTER AND FORMS ISSUED TO ALL DEPARTMENTS AND LOCAL BOARDS

COUNCIL RESOLUTION FOR ZERO % INCREASE THROUGH CUTS IN SERVICES; INCREASE MAY BE LIMITED TO PROJECTED RATE OF INFLATION

FINANCE AND ADMINISTRATION COMMITTEE RECEIVES OVERVIEW AND CLARIFICATION OF BUDGET PROCESS

DEADLINE FOR COMPLETED BUDGET SUBMISSIONS TO BE RETURNED TO TREASURY

PUBLIC MEETING ON STATUS OF 1991 CURRENT BUDGET

NOVEMBER 19 TO DECEMBER 31, 1990

JANUARY 2 - 18, 1991

JANUARY 24, 1991

JANUARY 29, 1991

TREASURY MONITORS PROCESSES & ASSEMBLES BUDGETS TO ENSURE COMPLIANCE WITH GUIDELINES; BUDGETS REVIEWED BY DEPARTMENT HEADS; TREASURY PREPARES BUDGETS FOR REVIEW BY STANDING COMMITTEES

MGMT. TEAM SUB-COMMITTEE REVIEWS STATUS OF BUDGET, REVIEWS & RANKS ALL SERVICE/ PROGRAM PACKAGES AND PREPARES RECOMMENDATIONS TO FINANCE AND ADMINISTRATION COMMITTEE

FINANCE & ADMINISTRATION COMMITTEE RECEIVES UPDATE ON BUDGET STATUS WITH ALL COUNCIL WELCOME

FINANCE & ADMINISTRATION COMMITTEE SPECIAL MEETING RECEIVES OVERVIEW ON CURRENT BUDGET PROCESS IN ORDER TO ACHIEVE A "ZERO" TAX INCREASE

FEBRUARY 7, 1991

FEBRUARY 12, 1991

FEBRUARY 21, 1991

MARCH 21, 1991

APRIL 30, 1991

CURRENT BUDGET MANAGEMENT TEAM SUB-COMMITTEE MEETS WEEKLY TO REVIEW PROGRESS AND IDENTIFY CONCERNS

FINANCE AND ADMINISTRATION COMMITTEE REVIEWS/APPROVES REVENUES AND FINANCIAL ACCOUNTS

CITY COUNCIL RESOLVES THAT ALL PACKAGES RELATIVE TO THE 1991 BUDGET ESTIMATES BE CONSIDERED BY THE COMMITTEE OF THE WHOLE

MANAGEMENT TEAM RECEIVES DIRECTION TO SET TAX RATE INCREASE BETWEEN ZERO AND 4% ; AND EXPLORE DOWNSIZING AS A MEANS OF REDUCING THE TAX RATE

CITY COUNCIL APPROVES COMMITTEE OF THE WHOLE REPORT TO ESTABLISH TAX RATE INCREASE AT 1.96%

CITY COUNCIL APPROVES THE BY-LAWS ESTABLISHING THE 1991 MILL RATES FOR CITY, REGIONAL AND EDUCATIONAL PURPOSES



## CURRENT BUDGET PROCESS

The Current Budget process was formalized on October 9, 1990 with City Council adopting the timetable for preparation and review of the 1991 Estimates, which culminated in City Council approving the 1991 Mill Rates for City, Regional and Educational Purposes on April 30, 1991, as summarized on the preceding flowchart.

The Budget process saw several significant changes this year. A Current Budget Management Team Sub-Committee (CBMTSC) was created to facilitate the development of the Current Budget. Member Departments included the Chief Administrative Officer, Clerk, Treasury, Law, Traffic, Building, Human Resources, Information Systems, and Hamilton Entertainment and Convention Facilities, Inc.

Given the confidence of Council, via a February 12, 1991 adopted resolution, Management Team was directed to present to the Committee of The Whole a recommended Budget, thereby passing the traditional Standing Committee budget review. This was only possible given the clear objective by Council of a "zero" tax rate increase. The objective was implemented via Departmental maintenance budgets.

The various City Departments prepared maintenance budgets; that is, they prepared their Departmental Budgets in terms of 1990 services / programs but in 1991 dollars. They then put together packages which represented services / programs that were to be offered up in order to reach a zero percent tax increase as recommended by Council on October 30, 1990. Treasury staff were involved with processing and coordinating the maintenance budget and service / program packages. These pack-

ages were then reviewed by Management Team and ranked according to most / least important.

After several meetings to achieve a consensus, Management Team presented this ranking to the Committee of The Whole, recommending that packages numbered 1 to 66 be approved for inclusion in the 1991 Estimates and that packages 67-99 not be approved for funding. Management Team also recommended that the City's personnel complement be reduced by 50 FTE's (Full Time Equivalents) while ensuring that no full-time employees lose their jobs solely as a result of downsizing.

In prior years, individual Departmental budgets were prepared and presented to the respective Committees of Council, and then on to Council for final approval. However, this year it was resolved by Council that all budgets would be reviewed and approved by City Council only, with the exception of all Revenue and Financial accounts which were previously approved by the Finance and Administration Committee.

At the Final Budget meeting held on March 21, 1991, the Committee of The Whole was presented with an overall tax rate increase of 1.7 % along with the 99 service / program packages. After careful deliberation, the Committee of The Whole "added back" several packages to establish a tax rate increase of 1.96% (See List of Packages In Appendix). On April 30, 1991, City Council passed the By-Laws establishing the 1991 Mill Rates for City, Regional, and Educational Purposes.

# **CONSOLIDATED STATEMENT OF OPERATIONS** **FOR THE YEAR 1991**

| <u>DESCRIPTION</u>                 | <u>TOTAL<br/>EXPENDITURE</u><br>\$ |
|------------------------------------|------------------------------------|
| GENERAL GOVERNMENT                 | 30,540,859                         |
| PROTECTION TO PERSONS AND PROPERTY | 38,918,088                         |
| TRANSPORTATION SERVICES            | 46,166,564                         |
| ENVIRONMENTAL SERVICES             | 5,434,829                          |
| HEALTH SERVICES                    | 2,963,496                          |
| SOCIAL AND FAMILY SERVICES         | 843,515                            |
| RECREATION AND CULTURAL SERVICES   | 71,442,695                         |
| PLANNING AND DEVELOPMENT           | 14,776,874                         |
|                                    | <u>211,086,920</u>                 |

| <u>DESCRIPTION</u>                     | <u>TOTAL<br/>REVENUE</u><br>\$ |
|----------------------------------------|--------------------------------|
| TAXATION                               | 109,664,020                    |
| PAYMENT IN LIEU OF TAXES               | 7,316,750                      |
| ONTARIO UNCONDITIONAL GRANTS           | 12,489,860                     |
| ONTARIO SPECIFIC GRANTS                | 8,163,490                      |
| FEES AND SERVICE CHARGES               | 23,610,910                     |
| DEBENTURE ISSUE                        | 9,000,000                      |
| OTHER REVENUE:                         |                                |
| LICENCES AND PERMITS                   | 4,570,520                      |
| FINES, PENALTIES AND INTEREST ON TAXES | 5,599,880                      |
| INVESTMENT INCOME                      | 3,500,000                      |
| CONTRIBUTION FROM RESERVE FUND         | 24,151,870                     |
| OTHER                                  | 3,019,620                      |
|                                        | <u>211,086,920</u>             |

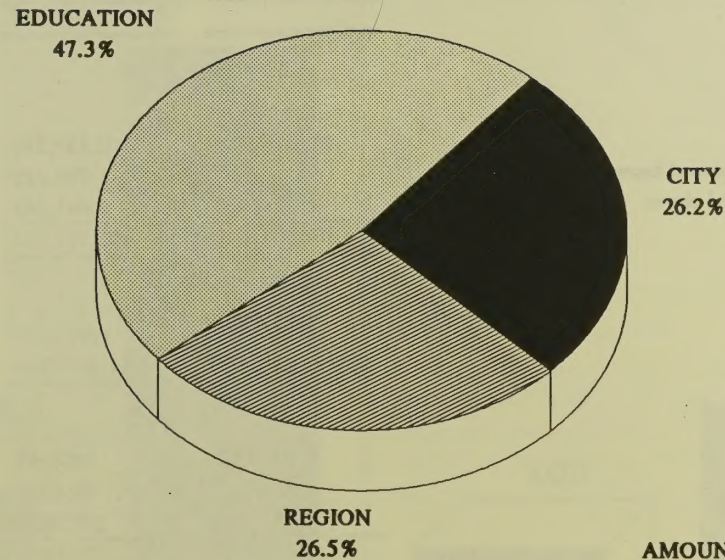


# STATEMENT OF RESERVE AND CAPITAL FUNDS FOR THE YEAR 1991

| DESCRIPTION                        | CAPITAL FUND |
|------------------------------------|--------------|
| OPENING BALANCE                    | 24,140,891   |
| <u>REVENUE</u>                     |              |
| CONTRIBUTION FROM OWN FUNDS :      |              |
| REVENUE FUND                       | 6,004,000    |
| RESERVES AND RESERVE FUNDS         | 16,197,000   |
| GRANTS AND LOAN FORGIVENESS :      |              |
| ONTARIO                            | 4,021,450    |
| OTHER                              | 100,000      |
| LONG-TERM LIABILITIES INCURRED :   |              |
| DEBENTURE ISSUE                    | 9,000,000    |
| OTHER                              | 302,000      |
|                                    | 35,624,450   |
| <u>EXPENDITURE</u>                 |              |
| GENERAL GOVERNMENT                 | 2,590,000    |
| PROTECTION TO PERSONS AND PROPERTY | 1,448,000    |
| TRANSPORTATION SERVICES            | 11,988,000   |
| ENVIRONMENTAL SERVICES             | 217,000      |
| HEALTH SERVICES                    | -            |
| SOCIAL AND FAMILY SERVICES         | -            |
| RECREATION AND CULTURAL SERVICES   | 14,221,000   |
| PLANNING AND DEVELOPMENT           | 3,125,000    |
|                                    | 33,589,000   |
| CLOSING BALANCE                    | 26,176,341   |

| DESCRIPTION                            | RESERVE FUND |
|----------------------------------------|--------------|
| OPENING BALANCE                        | 93,762,021   |
| <u>REVENUE</u>                         |              |
| CONTRIBUTION FROM REVENUE FUND         | 2,635,100    |
| CONTRIBUTION FROM CAPITAL FUND         |              |
| LOT LEVIES AND SUBDIVIDER CONTRIBUTION | 800,000      |
| RECREATIONAL LAND (PLANNING ACT)       | 1,200,000    |
| INVESTMENT INCOME                      | 12,000,000   |
| OTHER                                  | 2,197,000    |
|                                        | 18,832,100   |
| <u>EXPENDITURE</u>                     |              |
| TRANSFER TO CAPITAL FUND               | 16,197,000   |
| TRANSFER TO REVENUE FUND               | 1,168,240    |
| PURCHASE AND MAINTENANCE OF VEHICLES   | 5,054,226    |
| OTHER                                  | 7,649,114    |
|                                        | 30,068,580   |
| CLOSING BALANCE                        | 82,525,541   |

# 1991 TAX DOLLAR APPORTIONMENT (\$ 000's)



## DESCRIPTION

AMOUNT  
\$ DOLLAR  
APPORTIONMENT

CITY

106,164

0.26

REGION

107,205

0.27

EDUCATION

191,299

0.47

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404,668

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1.00

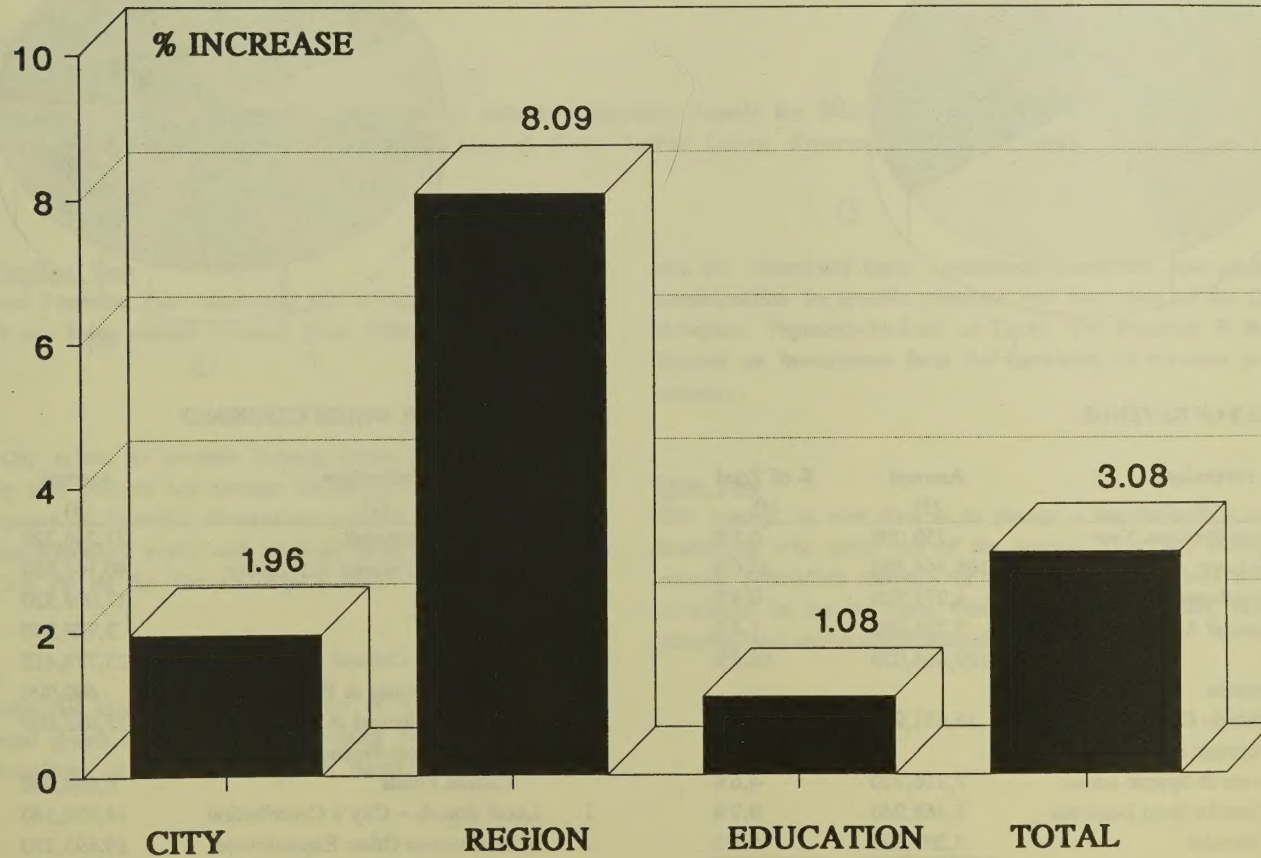


## SUMMARY OF THE 1991 TAXATION REQUIREMENT

| DESCRIPTION<br>(1)                                   | 1990<br>ESTIMATE<br>(2) | 1991<br>ESTIMATE<br>(3) | CHANGE<br>OVER 1990 ESTIMATE |                |
|------------------------------------------------------|-------------------------|-------------------------|------------------------------|----------------|
|                                                      |                         |                         | AMOUNT<br>(4)                | PERCENT<br>(5) |
| A. Summary of City Requirements Only                 |                         |                         |                              |                |
| Expenditures                                         | 154,252,570             | 159,479,450             | 5,226,880                    | 3.39%          |
| Revenues                                             | 154,252,570             | 157,438,210             | 3,185,640                    | 2.07%          |
| Additional Tax Requirement for 1991                  |                         | 2,041,240               | 2,041,240                    |                |
| Summary of 1991 Total Levy                           |                         |                         |                              |                |
| 1. 1990 Levy                                         | 102,332,270             | 102,332,270             |                              |                |
| 2. Levy increase—from est. 1.79% Assessment increase |                         | 1,790,910               | 1,790,910                    |                |
| 3. Additional Tax Requirement as outlined above      |                         | 2,041,240               | 2,041,240                    |                |
| Total Levy                                           | 102,332,270             | 106,164,420             | 3,832,150                    | 3.74%          |
| B. Total Mill Rate Comparisons                       |                         |                         |                              |                |
|                                                      | 1990<br>MILL RATES      | 1991<br>MILL RATES      |                              |                |
| Residential                                          |                         |                         |                              |                |
| City (1% +/- = \$1,042,232)                          | 96.7685                 | 98.6655                 | 1.8970                       | 1.96%          |
| Region                                               | 92.1727                 | 99.6322                 | 7.4595                       | 8.09%          |
| Education                                            | 175.8888                | 177.7870                | 1.8982                       | 1.08%          |
| Total Residential Mill Rate                          | 364.8300                | 376.0847                | 11.2547                      | 3.08%          |
| Non-Residential                                      |                         |                         |                              |                |
| City                                                 | 113.8453                | 116.0771                | 2.2318                       | 1.96%          |
| Region                                               | 108.4385                | 117.2144                | 8.7759                       | 8.09%          |
| Education                                            | 206.9279                | 209.1611                | 2.2332                       | 1.08%          |
| Total Non-Residential Mill Rate                      | 429.2117                | 442.4526                | 13.2409                      | 3.08%          |

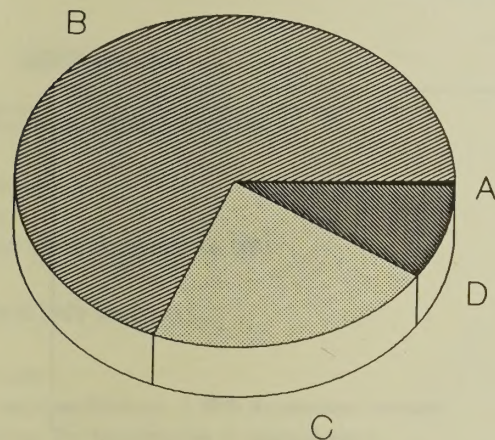
NOTE: One Residential Mill for 1991 is estimated at \$1,076,003

# PERCENTAGE INCREASE IN TAXES LEVIED 1991 OVER 1990





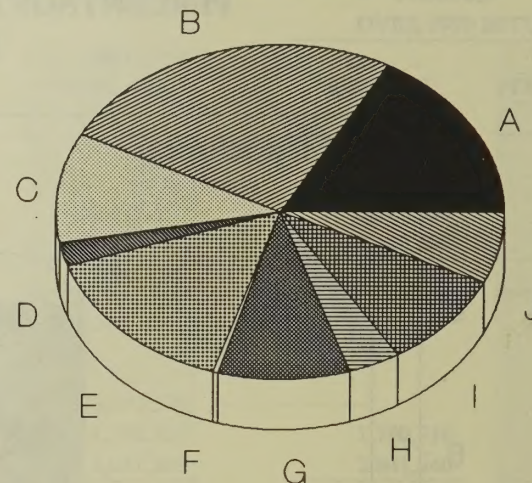
## 1991 ESTIMATED CITY REVENUES



## SOURCES OF REVENUE

| Key<br>(1) | Particulars<br>(2)                             | Amount<br>(3)      | % of Total<br>(4) |
|------------|------------------------------------------------|--------------------|-------------------|
| A          | Surplus from Previous Year                     | 750,000            | 0.5%              |
| B          | Taxation - Levy                                | 106,164,420        | 66.6%             |
|            | - Supplementary Taxes                          | 1,271,520          | 0.8%              |
|            | - Special Assessment                           | 2,228,080          | 1.4%              |
|            |                                                | 109,664,020        | 68.8%             |
| C          | Other Revenues                                 |                    |                   |
|            | - Ontario Grants                               | 16,631,900         | 10.4%             |
|            | - Payment in lieu of<br>Taxes & Special levies | 7,316,750          | 4.6%              |
|            | - Transfer from Reserves                       | 1,168,240          | 0.7%              |
|            | - Financial                                    | 9,207,590          | 5.8%              |
|            |                                                | 34,324,480         | 21.5%             |
| D          | User Fees                                      | 14,740,950         | 9.2%              |
|            |                                                | <u>159,479,450</u> | <u>100.0%</u>     |

## 1991 ESTIMATED CITY EXPENDITURES



## PURPOSES FOR WHICH EXPENDED

| Key<br>(1) | Particulars<br>(2)                              | Amount<br>(3)      | % of Total<br>(4) |
|------------|-------------------------------------------------|--------------------|-------------------|
| A          | General Government                              | 27,246,220         | 17.1%             |
| B          | Protection to Persons & Property                | 40,161,850         | 25.2%             |
| C          | Public Works                                    | 17,069,520         | 10.7%             |
| D          | Engineering                                     | 3,729,040          | 2.3%              |
| E          | Recreation & Cultural Services                  | 23,778,410         | 14.9%             |
| F          | Grants, Receptions & Public Events              | 600,000            | 0.4%              |
| G          | Debenture Principal & Interest                  | 15,075,000         | 9.5%              |
| H          | Capital Projects Financed from<br>Capital Funds | 6,004,000          | 3.8%              |
| I          | Local Boards - City's Contribution              | 14,920,140         | 9.3%              |
| J          | Miscellaneous Other Expenditures                | 10,895,270         | 6.8%              |
|            |                                                 | <u>159,479,450</u> | <u>100.0%</u>     |

## REVENUES

City revenues are categorized into four major groupings for budgetary purposes, namely the Surplus From Previous Year, Taxation, Other Revenues (which encompasses Ontario Grants, Payments-In-Lieu of Taxes, Special Levies, Reserves, and other Financial accounts), and User Fees.

### Surplus From Previous Year

The Surplus From Previous Year represents the excess revenues over expenditures that are being carried forward from 1990.

### Taxation

Each year the City raises tax revenue through levies imposed on taxpayers. The City also collects tax revenue levied on behalf of the Regional Municipality of Hamilton-Wentworth and the Hamilton Boards of Education. Supplementary realty and business taxes are levied on new properties not yet on the Tax Collector's Roll.

### Other Revenues

Provincial unconditional grants form the majority of revenues in this area. Unconditional grants are paid by the Ministry of Municipal Affairs to municipalities on a General Support, Resource Equalization,

and Per Household basis. Conditional grants are also granted to municipalities for specific purposes and form part of the City's Other Revenues. Payments-In-Lieu of Taxes, Tax Penalties & Interest, and Interest on Investments form the remainder of revenues in this category.

### User Fees

The concept of user fees is to charge a fee-for-service to those individuals who make use of the service. User fees attempt to recover partial/full recovery of the cost of the service without having to impact on the tax base. User fees include in part, licences, permits, and recreational/cultural activities.



## 1991 COMPARATIVE STATEMENT OF ESTIMATES - REVENUES

| DESCRIPTION                               | 1989<br>ACTUAL | 1990<br>ACTUAL | 1990<br>ESTIMATE | 1991<br>ESTIMATE |
|-------------------------------------------|----------------|----------------|------------------|------------------|
| SURPLUS FROM PREVIOUS YEAR                | 1,250,000      | 1,000,000      | 1,000,000        | 750,000          |
| <b>TAXATION</b>                           |                |                |                  |                  |
| 1991 LEVY                                 | 95,682,943     | 102,289,158    | 102,332,270      | 106,164,420      |
| SUPPLEMENTARY TAXATION                    | 1,954,113      | 1,492,073      | 1,500,000        | 1,271,520        |
| SPECIAL ASSESSMENTS                       | 2,217,700      | 2,252,658      | 2,239,440        | 2,228,080        |
| TOTAL TAXATION REVENUES                   | 99,854,756     | 106,033,889    | 106,071,710      | 109,664,020      |
| <b>OTHER REVENUES</b>                     |                |                |                  |                  |
| ONTARIO GRANTS                            | 15,644,462     | 15,845,839     | 15,810,460       | 16,631,900       |
| PAYMENT IN LIEU OF TAXES & SPECIAL LEVIES | 6,756,604      | 7,635,193      | 6,666,030        | 7,316,750        |
| TRANSFER FROM RESERVES                    | 755,890        | 0              | 1,168,240        | 1,168,240        |
| FINANCIAL ACCOUNTS                        | 9,202,325      | 10,099,247     | 8,749,060        | 9,207,590        |
| TOTAL OTHER REVENUES                      | 32,359,281     | 33,580,279     | 32,393,790       | 34,324,480       |
| <b>USER FEES</b>                          |                |                |                  |                  |
| CITY CLERKS                               | 1,105,486      | 1,514,451      | 1,293,990        | 1,474,940        |
| TREASURY                                  | 569,439        | 482,058        | 559,420          | 579,460          |
| PLANNING DEPARTMENT                       | 85,807         | 91,637         | 119,100          | 115,500          |
| PROPERTY & REAL ESTATE                    | 883,650        | 821,353        | 843,380          | 774,440          |
| FIRE                                      | 90,915         | 98,540         | 80,000           | 80,500           |
| BUILDING                                  | 4,994,849      | 3,580,106      | 4,148,500        | 3,155,500        |
| LOCAL ROADS-REGION                        | 72,655         | 40,425         | 42,520           | 46,250           |
| PUBLIC WORKS-CITY                         | 468,202        | 533,356        | 459,750          | 466,070          |
| CEMETERIES                                | 1,015,987      | 1,237,319      | 1,142,570        | 1,199,140        |
| FLEET SERVICES                            | 36,548         | 36,497         | 34,810           | 34,810           |
| RECREATION                                | 3,354,090      | 3,615,569      | 3,211,680        | 3,642,000        |
| CULTURE                                   | 255,840        | 226,796        | 260,260          | 286,400          |
| TRAFFIC-CITY                              | 2,534,173      | 2,323,471      | 2,591,090        | 2,885,940        |
| TOTAL USER FEES                           | 15,467,641     | 14,601,578     | 14,787,070       | 14,740,950       |
| TOTAL REVENUES                            | 148,931,678    | 155,215,746    | 154,252,570      | 159,479,450      |



## COMPARATIVE SUMMARY OF TAXATION - BY TAXING ENTITY

| Description<br>(1)                              | 1990<br>Actual<br>(2) | 1990<br>Estimate<br>(3) |                   |              | 1991 Original<br>Estimate<br>(4) | Council/<br>Committee<br>Adjustment<br>Increase/(Dec.)<br>(5) | 1991 Resultant<br>Appropriation<br>(4+5)<br>(6) | Increase / (Decrease)<br>over 1990 Estimate |                         |
|-------------------------------------------------|-----------------------|-------------------------|-------------------|--------------|----------------------------------|---------------------------------------------------------------|-------------------------------------------------|---------------------------------------------|-------------------------|
|                                                 |                       |                         |                   |              |                                  |                                                               |                                                 | Amount<br>(6-3)<br>(7)                      | Percent<br>(7/3)<br>(8) |
| <b>Realty and Business</b>                      |                       |                         | <b>Assessment</b> | <b>Mills</b> |                                  |                                                               |                                                 |                                             |                         |
| <b>City of Hamilton</b>                         |                       |                         |                   |              |                                  |                                                               |                                                 |                                             |                         |
| Residential                                     | 54,266,057            | 54,272,000              | 573,376,352       | 98.6655      | 55,484,760                       | 1,087,710                                                     | 56,572,470                                      | 2,300,470                                   | 4.2%                    |
| Non-Residential                                 | 48,023,101            | 48,060,270              | 427,232,818       | 116.0771     | 48,638,420                       | 953,530                                                       | 49,591,950                                      | 1,531,680                                   | 3.2%                    |
|                                                 | 102,289,158           | 102,332,270             |                   |              | 104,123,180                      | 2,041,240                                                     | 106,164,420                                     | 3,832,150                                   | 3.7%                    |
| <b>Hamilton-Wentworth Region</b>                |                       |                         |                   |              |                                  |                                                               |                                                 |                                             |                         |
| Residential                                     | 51,694,490            | 51,694,480              | 573,376,352       | 99.6322      | 57,126,750                       |                                                               | 57,126,750                                      | 5,432,270                                   | 10.5%                   |
| Non-Residential                                 | 45,777,790            | 45,777,780              | 427,232,818       | 117.2144     | 50,077,860                       |                                                               | 50,077,860                                      | 4,300,080                                   | 9.4%                    |
|                                                 | 97,472,280            | 97,472,260              |                   |              | 107,204,610                      | 0                                                             | 107,204,610                                     | 9,732,350                                   | 10.0%                   |
| <b>Hamilton Board of Education</b>              |                       |                         |                   |              |                                  |                                                               |                                                 |                                             |                         |
| <b>Elementary</b>                               |                       |                         |                   |              |                                  |                                                               |                                                 |                                             |                         |
| Residential                                     | 42,922,580            | 42,922,570              | 419,246,737       | 106.5221     | 44,659,030                       |                                                               | 44,659,030                                      | 1,736,460                                   | 4.0%                    |
| Non-Residential                                 | 47,751,906            | 47,751,900              | 382,362,523       | 125.3201     | 47,917,710                       |                                                               | 47,917,710                                      | 165,810                                     | 0.3%                    |
|                                                 | 90,674,486            | 90,674,470              |                   |              | 92,576,740                       | 0                                                             | 92,576,740                                      | 1,902,270                                   | 2.1%                    |
| <b>Secondary</b>                                |                       |                         |                   |              |                                  |                                                               |                                                 |                                             |                         |
| Residential                                     | 29,378,597            | 29,378,590              | 419,246,737       | 71.2649      | 29,877,560                       |                                                               | 29,877,560                                      | 498,970                                     | 1.7%                    |
| Non-Residential                                 | 32,684,043            | 32,684,040              | 382,362,523       | 83.8410      | 32,057,640                       |                                                               | 32,057,640                                      | (626,400)                                   | -1.9%                   |
|                                                 | 62,062,640            | 62,062,630              |                   |              | 61,935,200                       | 0                                                             | 61,935,200                                      | (127,430)                                   | -0.2%                   |
| <b>Hamilton-Wentworth Separate School Board</b> |                       |                         |                   |              |                                  |                                                               |                                                 |                                             |                         |
| <b>Elementary</b>                               |                       |                         |                   |              |                                  |                                                               |                                                 |                                             |                         |
| Residential                                     | 15,640,034            | 15,640,040              | 154,129,615       | 106.5221     | 16,418,210                       |                                                               | 16,418,210                                      | 778,170                                     | 5.0%                    |
| Non-Residential                                 | 4,107,921             | 4,107,910               | 44,870,295        | 125.3201     | 5,623,150                        |                                                               | 5,623,150                                       | 1,515,240                                   | 36.9%                   |
|                                                 | 19,747,955            | 19,747,950              |                   |              | 22,041,360                       | 0                                                             | 22,041,360                                      | 2,293,410                                   | 11.6%                   |
| <b>Secondary</b>                                |                       |                         |                   |              |                                  |                                                               |                                                 |                                             |                         |
| Residential                                     | 10,704,913            | 10,704,910              | 154,129,615       | 71.2649      | 10,984,020                       |                                                               | 10,984,020                                      | 279,110                                     | 2.6%                    |
| Non-Residential                                 | 2,811,680             | 2,811,680               | 44,870,295        | 83.8410      | 3,761,970                        |                                                               | 3,761,970                                       | 950,290                                     | 33.8%                   |
|                                                 | 13,516,593            | 13,516,590              |                   |              | 14,745,990                       | 0                                                             | 14,745,990                                      | 1,229,400                                   | 9.1%                    |
|                                                 | 385,763,112           | 385,806,170             |                   |              | 402,627,080                      | 2,041,240                                                     | 404,668,320                                     | 18,862,150                                  | 4.9%                    |



## COMPARATIVE SUMMARY OF TAXATION - BY CLASSIFICATION

| Description<br>(1)        | 1990<br>Actual<br>(2) | 1990<br>Estimate<br>(3) | Assessment  | Mills    | 1991<br>Original<br>Estimate<br>(4) | Council/<br>Committee<br>Adjustment<br>Increase<br>(Decrease)<br>(5) | 1991<br>Resultant<br>Appropriation<br>(4+5)<br>(6) | Increase /<br>(Decrease)<br>over 1990 Estimate |                         |
|---------------------------|-----------------------|-------------------------|-------------|----------|-------------------------------------|----------------------------------------------------------------------|----------------------------------------------------|------------------------------------------------|-------------------------|
|                           |                       |                         |             |          |                                     |                                                                      |                                                    | Amount<br>(6-3)<br>(7)                         | Percent<br>(7/3)<br>(8) |
| <b>Realty</b>             |                       |                         |             |          |                                     |                                                                      |                                                    |                                                |                         |
| <b>Residential</b>        |                       |                         |             |          |                                     |                                                                      |                                                    |                                                |                         |
| City of Hamilton          | 54,266,057            | 54,272,000              | 573,376,352 | 98.6655  | 55,484,760                          | 1,087,710                                                            | 56,572,470                                         | 2,300,470                                      | 4.2%                    |
| Hamilton-Wentworth Region | 51,694,490            | 51,694,480              | 573,376,352 | 99.6322  | 57,126,750                          |                                                                      | 57,126,750                                         | 5,432,270                                      | 10.5%                   |
| Board of Education        |                       |                         |             |          |                                     |                                                                      | 0                                                  | 0                                              |                         |
| - Elementary              | 42,922,580            | 42,922,570              | 356,359,726 | 106.5221 | 44,659,030                          |                                                                      | 44,659,030                                         | 1,736,460                                      | 4.0%                    |
| - Secondary               | 29,378,597            | 29,378,590              | 356,359,726 | 71.2649  | 29,877,560                          |                                                                      | 29,877,560                                         | 498,970                                        | 1.7%                    |
| Separate School Board     |                       |                         |             |          |                                     |                                                                      | 0                                                  | 0                                              |                         |
| - Elementary              | 15,640,034            | 15,640,030              | 131,010,173 | 106.5221 | 16,418,210                          |                                                                      | 16,418,210                                         | 778,180                                        | 5.0%                    |
| - Secondary               | 10,704,913            | 10,704,910              | 131,010,173 | 71.2649  | 10,984,020                          |                                                                      | 10,984,020                                         | 279,110                                        | 2.6%                    |
|                           | <u>204,606,671</u>    | <u>204,612,580</u>      |             |          | <u>214,550,330</u>                  | <u>1,087,710</u>                                                     | <u>215,638,040</u>                                 | <u>11,025,460</u>                              | <u>5.4%</u>             |
| <b>Non-Residential</b>    |                       |                         |             |          |                                     |                                                                      |                                                    |                                                |                         |
| City of Hamilton          | 32,891,911            | 32,908,860              | 293,056,793 | 116.0771 | 33,363,120                          | 654,060                                                              | 34,017,180                                         | 1,108,320                                      | 3.4%                    |
| Hamilton-Wentworth Region | 31,345,946            | 31,345,940              | 293,056,793 | 117.2144 | 34,350,490                          |                                                                      | 34,350,490                                         | 3,004,550                                      | 9.6%                    |
| Board of Education        |                       |                         |             |          |                                     |                                                                      | 0                                                  | 0                                              |                         |
| - Elementary              | 32,622,788            | 32,622,780              | 262,139,163 | 125.3201 | 32,851,310                          |                                                                      | 32,851,310                                         | 228,530                                        | 0.7%                    |
| - Secondary               | 22,328,845            | 22,328,840              | 262,139,163 | 83.8410  | 21,978,000                          |                                                                      | 21,978,000                                         | (350,840)                                      | -1.6%                   |
| Separate School Board     |                       |                         |             |          |                                     |                                                                      | 0                                                  | 0                                              |                         |
| - Elementary              | 2,887,791             | 2,887,790               | 30,917,630  | 125.3201 | 3,874,600                           |                                                                      | 3,874,600                                          | 986,810                                        | 34.2%                   |
| - Secondary               | 1,976,550             | 1,976,550               | 30,917,630  | 83.8410  | 2,592,160                           |                                                                      | 2,592,160                                          | 615,610                                        | 31.1%                   |
|                           | <u>124,053,831</u>    | <u>124,070,760</u>      |             |          | <u>129,009,680</u>                  | <u>654,060</u>                                                       | <u>129,663,740</u>                                 | <u>5,592,980</u>                               | <u>4.5%</u>             |
| <b>Business</b>           |                       |                         |             |          |                                     |                                                                      |                                                    |                                                |                         |
| City of Hamilton          | 15,131,190            | 15,151,410              | 134,176,025 | 116.0771 | 15,275,300                          | 299,470                                                              | 15,574,770                                         | 423,360                                        | 2.8%                    |
| Hamilton-Wentworth Region | 14,431,844            | 14,431,840              | 134,176,025 | 117.2144 | 15,727,370                          |                                                                      | 15,727,370                                         | 1,295,530                                      | 9.0%                    |
| Board of Education        |                       |                         |             |          |                                     |                                                                      | 0                                                  | 0                                              |                         |
| - Elementary              | 15,129,118            | 15,129,120              | 120,223,360 | 125.3201 | 15,066,400                          |                                                                      | 15,066,400                                         | (62,720)                                       | -0.4%                   |
| - Secondary               | 10,355,198            | 10,355,200              | 120,223,360 | 83.8410  | 10,079,640                          |                                                                      | 10,079,640                                         | (275,560)                                      | -2.7%                   |
| Separate School Board     |                       |                         |             |          |                                     |                                                                      | 0                                                  | 0                                              |                         |
| - Elementary              | 1,220,130             | 1,220,130               | 13,952,665  | 125.3201 | 1,748,550                           |                                                                      | 1,748,550                                          | 528,420                                        | 43.3%                   |
| - Secondary               | 835,130               | 835,130                 | 13,952,665  | 83.8410  | 1,169,810                           |                                                                      | 1,169,810                                          | 334,680                                        | 40.1%                   |
|                           | <u>57,102,610</u>     | <u>57,122,830</u>       |             |          | <u>59,067,070</u>                   | <u>299,470</u>                                                       | <u>59,366,540</u>                                  | <u>2,243,710</u>                               | <u>3.9%</u>             |
|                           | <u>385,763,112</u>    | <u>385,806,170</u>      |             |          | <u>402,627,080</u>                  | <u>2,041,240</u>                                                     | <u>404,668,320</u>                                 | <u>18,862,150</u>                              | <u>4.9%</u>             |



## SUMMARY OF 1991 EXPENDITURE ESTIMATES BY COMMITTEE

| Description<br>(1)                       | 1990<br>Actual<br>(2) | 1990<br>Estimate<br>(3) | 1991<br>Maintenance<br>Budget<br>(4) | Service/<br>Program<br>Package<br>Reductions<br>(5) | 1991<br>Original<br>Estimate<br>(4+5)<br>(6) | Council/<br>Committee<br>Adjustments<br>(7) | 1991<br>Resultant<br>Appropriation<br>(6+7)<br>(8) | Increase / -Decrease<br>Over 1990 Estimate |                                         |
|------------------------------------------|-----------------------|-------------------------|--------------------------------------|-----------------------------------------------------|----------------------------------------------|---------------------------------------------|----------------------------------------------------|--------------------------------------------|-----------------------------------------|
|                                          |                       |                         |                                      |                                                     |                                              |                                             |                                                    | Maintenance<br>Percent<br>(4-3/3)<br>(9)   | Resultant<br>Percent<br>(8-3/3)<br>(10) |
| FINANCE AND ADMINISTRATION               | 66,082,001            | 67,909,030              | 70,533,550                           | (17,810)                                            | 70,515,740                                   | (1,408,420)                                 | 69,107,320                                         | 3.9%                                       | 1.8%                                    |
| PARKS AND RECREATION                     | 22,028,303            | 22,482,890              | 23,945,540                           | (150,870)                                           | 23,794,670                                   | 0                                           | 23,794,670                                         | 6.5%                                       | 5.8%                                    |
| PLANNING & DEVELOPMENT                   | 6,148,010             | 6,308,690               | 6,456,690                            | (201,600)                                           | 6,255,090                                    | 0                                           | 6,255,090                                          | 2.3%                                       | -0.8%                                   |
| TRANSPORT & ENVIRONMENT                  | 25,257,659            | 25,021,010              | 26,023,190                           | (221,890)                                           | 25,801,300                                   | 0                                           | 25,801,300                                         | 4.0%                                       | 3.1%                                    |
| OTHER SPECIAL COMMITTEES                 | <u>3,363,759</u>      | <u>3,782,880</u>        | <u>3,791,350</u>                     | <u>(12,000)</u>                                     | <u>3,779,350</u>                             | <u>(2,660)</u>                              | <u>3,776,690</u>                                   | <u>0.2%</u>                                | <u>-0.2%</u>                            |
| TOTAL DEPARTMENTAL /<br>LOCAL BOARDS     | 122,879,732           | 125,504,500             | 130,750,320                          | (604,170)                                           | 130,146,150                                  | (1,411,080)                                 | 128,735,070                                        | 4.2%                                       | 2.6%                                    |
| FINANCE AND ADMINISTRATION<br>FINANCIALS | <u>31,586,014</u>     | <u>28,748,070</u>       | <u>30,719,380</u>                    | <u>(150,000)</u>                                    | <u>30,569,380</u>                            | <u>175,000</u>                              | <u>30,744,380</u>                                  | <u>6.9%</u>                                | <u>6.9%</u>                             |
| TOTAL EXPENDITURES                       | <u>154,465,746</u>    | <u>154,252,570</u>      | <u>161,469,700</u>                   | <u>(754,170)</u>                                    | <u>160,715,530</u>                           | <u>(1,236,080)</u>                          | <u>159,479,450</u>                                 | <u>4.7%</u>                                | <u>3.4%</u>                             |



**SUMMARY OF 1991 EXPENDITURE ESTIMATES OF THOSE BUDGETS  
UNDER THE JURISDICTION OF THE FINANCE AND ADMINISTRATION COMMITTEE**

*Page 1*  
**FINANCE**

| Description<br>(1)                 | 1990<br>Actual<br>(2) | 1990<br>Estimate<br>(3) | 1991<br>Maintenance<br>Budget<br>(4) | Service/<br>Program<br>Package<br>Reductions<br>(5) | 1991<br>Original<br>Estimate<br>(4+5)<br>(6) | Council/<br>Committee<br>Adjustments<br>(7) | 1991<br>Resultant<br>Appropriation<br>(6+7)<br>(8) | Increase / -Decrease<br>Over 1990 Estimate |                                         |
|------------------------------------|-----------------------|-------------------------|--------------------------------------|-----------------------------------------------------|----------------------------------------------|---------------------------------------------|----------------------------------------------------|--------------------------------------------|-----------------------------------------|
|                                    |                       |                         |                                      |                                                     |                                              |                                             |                                                    | Maintenance<br>Percent<br>(4-3/3)<br>(9)   | Resultant<br>Percent<br>(8-3/3)<br>(10) |
| LEGISLATIVE                        | 1,326,423             | 1,337,980               | 1,383,410                            |                                                     | 1,383,410                                    |                                             | 1,383,410                                          | 3.4%                                       | 3.4%                                    |
| CITY CLERK                         | 2,653,147             | 2,626,290               | 2,773,390                            |                                                     | 2,773,390                                    | (5,510)                                     | 2,767,880                                          | 5.6%                                       | 5.4%                                    |
| CHIEF ADMINISTRATIVE<br>OFFICE     | 176,444               | 178,080                 | 184,040                              |                                                     | 184,040                                      |                                             | 184,040                                            | 3.3%                                       | 3.3%                                    |
| FIRE                               | 29,843,188            | 30,484,740              | 32,197,240                           |                                                     | 32,197,240                                   | (1,278,360)                                 | 30,918,880                                         | 5.6%                                       | 1.4%                                    |
| HUMAN RESOURCES CENTER             | 1,993,527             | 2,163,430               | 2,178,120                            |                                                     | 2,178,120                                    |                                             | 2,178,120                                          | 0.7%                                       | 0.7%                                    |
| PROPERTY                           |                       |                         |                                      |                                                     |                                              |                                             |                                                    |                                            |                                         |
| -Real Estate                       | 481,506               | 558,140                 | 616,260                              |                                                     | 616,260                                      |                                             | 616,260                                            | 10.4%                                      | 10.4%                                   |
| -Building Operations & Maintenance | 5,977,302             | 6,059,340               | 6,448,100                            | (17,810)                                            | 6,430,290                                    |                                             | 6,430,290                                          | 6.4%                                       | 6.1%                                    |
| -Architect                         | 416,102               | 425,940                 | 0                                    |                                                     | 0                                            |                                             | 0                                                  | -100.0%                                    | -100.0%                                 |
| TOTAL PROPERTY                     | 6,874,910             | 7,043,420               | 7,064,360                            | (17,810)                                            | 7,046,550                                    | 0                                           | 7,046,550                                          | 0.3%                                       | 0.0%                                    |
| LAW                                | 1,420,046             | 1,779,860               | 1,749,880                            |                                                     | 1,749,880                                    |                                             | 1,749,880                                          | -1.7%                                      | -1.7%                                   |
| TREASURY                           |                       |                         |                                      |                                                     |                                              |                                             |                                                    |                                            |                                         |
| -Finance                           | 2,867,022             | 2,947,980               | 3,040,680                            |                                                     | 3,040,680                                    | (58,000)                                    | 2,982,680                                          | 3.1%                                       | 1.2%                                    |
| -Purchasing                        | 369,761               | 378,880                 | 384,830                              |                                                     | 384,830                                      |                                             | 384,830                                            | 1.6%                                       | 1.6%                                    |
| -City Garage                       | (8,148)               | 0                       | 0                                    |                                                     | 0                                            |                                             | 0                                                  |                                            |                                         |
| TOTAL TREASURY                     | 3,228,635             | 3,326,860               | 3,425,510                            | 0                                                   | 3,425,510                                    |                                             | 3,425,510                                          | 3.0%                                       | 3.0%                                    |
| TOTAL DEPARTMENTS                  | 47,516,320            | 48,940,660              | 50,955,950                           | (17,810)                                            | 50,938,140                                   | (1,341,870)                                 | 49,596,270                                         | 4.1%                                       | 1.3%                                    |



**SUMMARY OF 1991 EXPENDITURE ESTIMATES OF THOSE BUDGETS  
UNDER THE JURISDICTION OF THE FINANCE AND ADMINISTRATION COMMITTEE**

*Page 2*  
**FINANCE**

| Description<br>(1)                                                            | 1990<br>Actual<br>(2) | 1990<br>Estimate<br>(3) | 1991<br>Maintenance<br>Budget<br>(4) | Service/<br>Program<br>Package<br>Reductions<br>(5) | 1991<br>Original<br>Estimate<br>(4+5)<br>(6) | Council/<br>Committee<br>Adjustments<br>(7) | 1991<br>Resultant<br>Appropriation<br>(6+7)<br>(8) | Increase / -Decrease<br>Over 1990 Estimate |                                         |
|-------------------------------------------------------------------------------|-----------------------|-------------------------|--------------------------------------|-----------------------------------------------------|----------------------------------------------|---------------------------------------------|----------------------------------------------------|--------------------------------------------|-----------------------------------------|
|                                                                               |                       |                         |                                      |                                                     |                                              |                                             |                                                    | Maintenance<br>Percent<br>(4-3/3)<br>(9)   | Resultant<br>Percent<br>(8-3/3)<br>(10) |
| <b>LIBRARY</b>                                                                |                       |                         |                                      |                                                     |                                              |                                             |                                                    |                                            |                                         |
| -Expenditures                                                                 | 13,348,682            | 13,329,250              | 13,842,610                           |                                                     | 13,842,610                                   |                                             | 13,842,610                                         | 3.9%                                       | 3.9%                                    |
| -Revenues                                                                     | 1,583,683             | 1,394,540               | 1,524,650                            |                                                     | 1,524,650                                    |                                             | 1,524,650                                          | 9.3%                                       | 9.3%                                    |
| City Funding Request                                                          | 11,764,999            | 11,934,710              | 12,317,960                           | 0                                                   | 12,317,960                                   | 0                                           | 12,317,960                                         | 3.2%                                       | 3.2%                                    |
| <b>PARKING AUTHORITY</b>                                                      |                       |                         |                                      |                                                     |                                              |                                             |                                                    |                                            |                                         |
| -Expenditures                                                                 | 3,622,133             | 3,810,360               | 4,831,010                            |                                                     | 4,831,010                                    | (503,740)                                   | 4,327,270                                          | 26.8%                                      | 13.6%                                   |
| -Revenues                                                                     | 5,287,328             | 5,326,210               | 6,179,040                            |                                                     | 6,179,040                                    | (503,740)                                   | 5,675,300                                          | 16.0%                                      | 6.6%                                    |
| Surplus / (Deficit) prior<br>to Debt Charges                                  | 1,665,195             | 1,515,850               | 1,348,030                            | 0                                                   | 1,348,030                                    | 0                                           | 1,348,030                                          | -11.1%                                     | -11.1%                                  |
| Deduct: Debt charges                                                          | 1,269,702             | 1,269,710               | 1,270,110                            |                                                     | 1,270,110                                    |                                             | 1,270,110                                          | 0.0%                                       | 0.0%                                    |
| Net Surplus / (Deficit) Distributed                                           | 395,493               | 246,140                 | 77,920                               | 0                                                   | 77,920                                       | 0                                           | 77,920                                             | -68.3%                                     | -68.3%                                  |
| <b>HAMILTON ENTERTAINMENT AND<br/>CONVENTION FACILITIES INC. (H.E.C.F.I.)</b> |                       |                         |                                      |                                                     |                                              |                                             |                                                    |                                            |                                         |
| -Expenditures                                                                 | 10,014,638            | 10,561,530              | 10,602,620                           |                                                     | 10,602,620                                   |                                             | 10,602,620                                         | 0.4%                                       | 0.4%                                    |
| -Revenues                                                                     | 7,418,362             | 7,959,350               | 8,000,440                            |                                                     | 8,000,440                                    |                                             | 8,000,440                                          | 0.5%                                       | 0.5%                                    |
| CITY CONTRIBUTION                                                             | 2,596,276             | 2,602,180               | 2,602,180                            | 0                                                   | 2,602,180                                    | 0                                           | 2,602,180                                          | 0.0%                                       | 0.0%                                    |
| CENTRAL UTILITIES PLANT                                                       | 2,562,579             | 2,724,340               | 2,868,570                            |                                                     | 2,868,570                                    |                                             | 2,868,570                                          | 5.3%                                       | 5.3%                                    |
| TOTAL LOCAL BOARDS                                                            | 16,923,854            | 17,261,230              | 17,788,710                           | 0                                                   | 17,788,710                                   | 0                                           | 17,788,710                                         | 3.1%                                       | 3.1%                                    |



**SUMMARY OF 1991 EXPENDITURE ESTIMATES OF THOSE BUDGETS  
UNDER THE JURISDICTION OF THE FINANCE AND ADMINISTRATION COMMITTEE**

**Page 3  
FINANCE**

| Description<br>(1)                               | 1990<br>Actual<br>(2) | 1990<br>Estimate<br>(3) | 1991<br>Maintenance<br>Budget<br>(4) | Service/<br>Program<br>Package<br>Reductions<br>(5) | 1991<br>Original<br>Estimate<br>(4+5)<br>(6) | Council/<br>Committee<br>Adjustments<br>(7) | 1991<br>Resultant<br>Appropriation<br>(6+7)<br>(8) | Increase / -Decrease<br>Over 1990 Estimate |                                         |
|--------------------------------------------------|-----------------------|-------------------------|--------------------------------------|-----------------------------------------------------|----------------------------------------------|---------------------------------------------|----------------------------------------------------|--------------------------------------------|-----------------------------------------|
|                                                  |                       |                         |                                      |                                                     |                                              |                                             |                                                    | Maintenance<br>Percent<br>(4-3/3)<br>(9)   | Resultant<br>Percent<br>(8-3/3)<br>(10) |
| OTHER BUDGETS                                    |                       |                         |                                      |                                                     |                                              |                                             |                                                    |                                            |                                         |
| RACE RELATIONS COMMITTEE                         | 12,500                | 12,500                  | 12,500                               |                                                     | 12,500                                       |                                             | 12,500                                             | 0.0%                                       | 0.0%                                    |
| H.S.P.C.A.                                       |                       |                         |                                      |                                                     |                                              |                                             |                                                    |                                            |                                         |
| -Purchase of Services                            | 798,910               | 798,910                 | 835,890                              |                                                     | 835,890                                      | (5,000)                                     | 830,890                                            | 4.6%                                       | 4.0%                                    |
| -Nuisance Wildlife Program                       | 31,460                | 30,000                  | 30,000                               |                                                     | 30,000                                       | (10,000)                                    | 20,000                                             | 0.0%                                       | -33.3%                                  |
| TOTAL H.S.P.C.A. SERVICES                        | 830,370               | 828,910                 | 865,890                              | 0                                                   | 865,890                                      | (15,000)                                    | 850,890                                            | 4.5%                                       | 2.7%                                    |
| MUNDIALIZATION<br>COMMITTEE                      | 8,110                 | 7,790                   | 7,950                                |                                                     | 7,950                                        | (160)                                       | 7,790                                              | 2.1%                                       | 0.0%                                    |
| STATUS OF WOMEN                                  | 10,450                | 10,450                  | 12,340                               |                                                     | 12,340                                       | (1,390)                                     | 10,950                                             | 18.1%                                      | 4.8%                                    |
| PROMOTION AND PUBLIC<br>RELATIONS                | 124,028               | 165,000                 | 201,000                              |                                                     | 201,000                                      | (50,000)                                    | 151,000                                            | 21.8%                                      | -8.5%                                   |
| CIVIC AWARDS, RECEPTIONS,<br>DELEGATION HOSTINGS | 78,956                | 82,490                  | 89,210                               |                                                     | 89,210                                       |                                             | 89,210                                             | 8.1%                                       | 8.1%                                    |
| GRANTS                                           | 577,413               | 600,000                 | 600,000                              |                                                     | 600,000                                      |                                             | 600,000                                            | 0.0%                                       | 0.0%                                    |
| TOTAL OTHER BUDGETS                              | 1,641,827             | 1,707,140               | 1,788,890                            | 0                                                   | 1,788,890                                    | (66,550)                                    | 1,722,340                                          | 4.8%                                       | 0.9%                                    |
| SUB-TOTAL FINANCE & ADMIN.                       | 66,082,001            | 67,909,030              | 70,533,550                           | (17,810)                                            | 70,515,740                                   | (1,408,420)                                 | 69,107,320                                         | 3.9%                                       | 1.8%                                    |

**SUMMARY OF 1991 EXPENDITURE ESTIMATES OF THOSE BUDGETS  
UNDER THE JURISDICTION OF THE FINANCE AND ADMINISTRATION COMMITTEE**

*Page 4*  
**FINANCE**

| Description<br>(1)                                    | 1990<br>Actual<br>(2) | 1990<br>Estimate<br>(3) | 1991<br>Maintenance<br>Budget<br>(4) | Service/<br>Program<br>Package<br>Reductions<br>(5) | 1991<br>Original<br>Estimate<br>(4+5)<br>(6) | Council/<br>Committee<br>Adjustments<br>(7) | 1991<br>Resultant<br>Appropriation<br>(6+7)<br>(8) | Increase / -Decrease<br>Over 1990 Estimate |                                         |
|-------------------------------------------------------|-----------------------|-------------------------|--------------------------------------|-----------------------------------------------------|----------------------------------------------|---------------------------------------------|----------------------------------------------------|--------------------------------------------|-----------------------------------------|
|                                                       |                       |                         |                                      |                                                     |                                              |                                             |                                                    | Maintenance<br>Percent<br>(4-3/3)<br>(9)   | Resultant<br>Percent<br>(8-3/3)<br>(10) |
| <b>FINANCIALS</b>                                     |                       |                         |                                      |                                                     |                                              |                                             |                                                    |                                            |                                         |
| Owner's Debt - Local                                  | 477,490               | 477,490                 | 401,720                              |                                                     | 401,720                                      |                                             | 401,720                                            | -15.9%                                     | -15.9%                                  |
| Capital Levy (6 Mills)                                | 5,902,000             | 5,902,000               | 6,004,000                            |                                                     | 6,004,000                                    |                                             | 6,004,000                                          | 1.7%                                       | 1.7%                                    |
| Provision for Debt Reserve                            | 14,724,000            | 14,724,000              | 15,075,000                           |                                                     | 15,075,000                                   |                                             | 15,075,000                                         | 2.4%                                       | 2.4%                                    |
| Provision for Other Reserves                          | 6,177,391             | 3,068,540               | 2,635,100                            |                                                     | 2,635,100                                    |                                             | 2,635,100                                          | -14.1%                                     | -14.1%                                  |
| Financial - Various                                   | 3,610,326             | 4,066,780               | 4,284,400                            | (150,000)                                           | 4,134,400                                    |                                             | 4,134,400                                          | 5.4%                                       | 1.7%                                    |
| Contingency                                           | 0                     | 0                       | 1,600,000                            |                                                     | 1,600,000                                    | 200,000                                     | 1,800,000                                          |                                            |                                         |
| Miscellaneous                                         | 694,807               | 509,260                 | 719,160                              |                                                     | 719,160                                      | (25,000)                                    | 694,160                                            | 41.2%                                      | 36.3%                                   |
| <b>TOTAL FINANCIALS</b>                               | <u>31,586,014</u>     | <u>28,748,070</u>       | <u>30,719,380</u>                    | <u>(150,000)</u>                                    | <u>30,569,380</u>                            | <u>175,000</u>                              | <u>30,744,380</u>                                  | <u>6.9%</u>                                | <u>6.9%</u>                             |
| <b>TOTAL FINANCE AND<br/>ADMINISTRATION COMMITTEE</b> | <u>97,668,015</u>     | <u>96,657,100</u>       | <u>101,252,930</u>                   | <u>(167,810)</u>                                    | <u>101,085,120</u>                           | <u>(1,233,420)</u>                          | <u>99,851,700</u>                                  | <u>4.8%</u>                                | <u>3.3%</u>                             |



**SUMMARY OF 1991 EXPENDITURE ESTIMATES OF THOSE BUDGETS  
UNDER THE JURISDICTION OF THE PARKS AND RECREATION COMMITTEE**

**PARKS AND REC.**

| Description<br>(1)                              | 1990<br>Actual<br>(2) | 1990<br>Estimate<br>(3) | 1991<br>Maintenance<br>Budget<br>(4) | Service/<br>Program<br>Package<br>Reductions<br>(5) | 1991<br>Original<br>Estimate<br>(4+5)<br>(6) | Council/<br>Committee<br>Adjustments<br>(7) | 1991<br>Resultant<br>Appropriation<br>(6+7)<br>(8) | Increase / -Decrease<br>Over 1990 Estimate |                                         |
|-------------------------------------------------|-----------------------|-------------------------|--------------------------------------|-----------------------------------------------------|----------------------------------------------|---------------------------------------------|----------------------------------------------------|--------------------------------------------|-----------------------------------------|
|                                                 |                       |                         |                                      |                                                     |                                              |                                             |                                                    | Maintenance<br>Percent<br>(4-3/3)<br>(9)   | Resultant<br>Percent<br>(8-3/3)<br>(10) |
| <b>PUBLIC WORKS</b>                             |                       |                         |                                      |                                                     |                                              |                                             |                                                    |                                            |                                         |
| Cemeteries Division                             | 2,669,899             | 2,733,100               | 2,814,410                            | (19,600)                                            | 2,794,810                                    |                                             | 2,794,810                                          | 3.0%                                       | 2.3%                                    |
| Parks Division                                  | 9,065,807             | 9,225,260               | 9,556,610                            | (131,270)                                           | 9,425,340                                    |                                             | 9,425,340                                          | 3.6%                                       | 2.2%                                    |
| <b>TOTAL PUBLIC WORKS</b>                       | <u>11,735,706</u>     | <u>11,958,360</u>       | <u>12,371,020</u>                    | <u>(150,870)</u>                                    | <u>12,220,150</u>                            | <u>0</u>                                    | <u>12,220,150</u>                                  | <u>3.5%</u>                                | <u>2.2%</u>                             |
| <b>CULTURE AND RECREATION</b>                   |                       |                         |                                      |                                                     |                                              |                                             |                                                    |                                            |                                         |
| Recreation                                      | 8,958,480             | 9,122,650               | 10,092,230                           |                                                     | 10,092,230                                   |                                             | 10,092,230                                         | 10.6%                                      | 10.6%                                   |
| Culture                                         | 1,323,477             | 1,385,620               | 1,466,030                            |                                                     | 1,466,030                                    |                                             | 1,466,030                                          | 5.8%                                       | 5.8%                                    |
| <b>TOTAL CULTURE<br/>AND RECREATION</b>         | <u>10,281,957</u>     | <u>10,508,270</u>       | <u>11,558,260</u>                    | <u>0</u>                                            | <u>11,558,260</u>                            | <u>0</u>                                    | <u>11,558,260</u>                                  | <u>10.0%</u>                               | <u>10.0%</u>                            |
| <b>HAMILTON VETERANS COMMITTEE</b>              | 10,640                | 16,260                  | 16,260                               |                                                     | 16,260                                       |                                             | 16,260                                             | 0.0%                                       | 0.0%                                    |
| <b>WATERFRONT PROJECT</b>                       | <u>0</u>              | <u>0</u>                | <u>0</u>                             |                                                     | <u>0</u>                                     |                                             | <u>0</u>                                           |                                            |                                         |
| <b>TOTAL PARKS AND<br/>RECREATION COMMITTEE</b> | <u>22,028,303</u>     | <u>22,482,890</u>       | <u>23,945,540</u>                    | <u>(150,870)</u>                                    | <u>23,794,670</u>                            | <u>0</u>                                    | <u>23,794,670</u>                                  | <u>6.5%</u>                                | <u>5.8%</u>                             |

**SUMMARY OF 1991 EXPENDITURE ESTIMATES OF THOSE BUDGETS  
UNDER THE JURISDICTION OF THE PLANNING AND DEVELOPMENT COMMITTEE**

**PLANNING**

| Description<br>(1)                                  | 1990<br>Actual<br>(2) | 1990<br>Estimate<br>(3) | 1991<br>Maintenance<br>Budget<br>(4) | Service/<br>Program<br>Package<br>Reductions<br>(5) | 1991<br>Original<br>Estimate<br>(4+5)<br>(6) | Council/<br>Committee<br>Adjustments<br>(7) | 1991<br>Resultant<br>Appropriation<br>(6+7)<br>(8) | Increase / -Decrease<br>Over 1990 Estimate |                                         |
|-----------------------------------------------------|-----------------------|-------------------------|--------------------------------------|-----------------------------------------------------|----------------------------------------------|---------------------------------------------|----------------------------------------------------|--------------------------------------------|-----------------------------------------|
|                                                     |                       |                         |                                      |                                                     |                                              |                                             |                                                    | Maintenance<br>Percent<br>(4-3/3)<br>(9)   | Resultant<br>Percent<br>(8-3/3)<br>(10) |
| <b>BUILDING</b>                                     | 4,294,676             | 4,398,230               | 4,491,230                            | (174,900)                                           | 4,316,330                                    |                                             | 4,316,330                                          | 2.1%                                       | -1.9%                                   |
| <b>MUNICIPAL NON-PROFIT<br/>(HAMILTON) HOUSING</b>  | 177,267               | 218,110                 | 305,550                              |                                                     | 305,550                                      |                                             | 305,550                                            | 40.1%                                      | 40.1%                                   |
| <b>HAMILTON HOUSING CO. LTD.<br/>-Net Deficit</b>   | 14,650                | 14,650                  | 2,990                                |                                                     | 2,990                                        |                                             | 2,990                                              | -79.6%                                     | -79.6%                                  |
| <b>COMMITTEE OF ADJUSTMENT</b>                      | 11,000                | 11,000                  | 11,000                               |                                                     | 11,000                                       |                                             | 11,000                                             | 0.0%                                       | 0.0%                                    |
| <b>PLANNING - By Region</b>                         | 1,827,684             | 1,883,610               | 1,950,270                            | (26,700)                                            | 1,923,570                                    |                                             | 1,923,570                                          | 3.5%                                       | 2.1%                                    |
| <b>MAYOR'S AWARD PROGRAMME</b>                      | 0                     | 1,200                   | 1,200                                |                                                     | 1,200                                        |                                             | 1,200                                              | 0.0%                                       | 0.0%                                    |
| <b>TOTAL PLANNING AND<br/>DEVELOPMENT COMMITTEE</b> | 6,148,010             | 6,308,690               | 6,456,690                            | (201,600)                                           | 6,255,090                                    | 0                                           | 6,255,090                                          | 2.3%                                       | -0.8%                                   |



**SUMMARY OF 1991 EXPENDITURE ESTIMATES OF THOSE BUDGETS  
UNDER THE JURISDICTION OF THE TRANSPORT AND ENVIRONMENT COMMITTEE**

**TRANSPORT**

| Description<br>(1)                                   | 1990<br>Actual<br>(2) | 1990<br>Estimate<br>(3) | 1991<br>Maintenance<br>Budget<br>(4) | Service/<br>Program<br>Package<br>Reductions<br>(5) | 1991<br>Original<br>Estimate<br>(4+5)<br>(6) | Council/<br>Committee<br>Adjustments<br>(7) | 1991<br>Resultant<br>Appropriation<br>(6+7)<br>(8) | Increase / -Decrease<br>Over 1990 Estimate |                                         |
|------------------------------------------------------|-----------------------|-------------------------|--------------------------------------|-----------------------------------------------------|----------------------------------------------|---------------------------------------------|----------------------------------------------------|--------------------------------------------|-----------------------------------------|
|                                                      |                       |                         |                                      |                                                     |                                              |                                             |                                                    | Maintenance<br>Percent<br>(4-3/3)<br>(9)   | Resultant<br>Percent<br>(8-3/3)<br>(10) |
| <b>TRAFFIC</b>                                       |                       |                         |                                      |                                                     |                                              |                                             |                                                    |                                            |                                         |
| -For City                                            | 4,582,462             | 4,716,200               | 5,021,720                            | (95,080)                                            | 4,926,640                                    |                                             | 4,926,640                                          | 6.5%                                       | 4.5%                                    |
| <b>PUBLIC WORKS</b>                                  |                       |                         |                                      |                                                     |                                              |                                             |                                                    |                                            |                                         |
| -Streets & Sanitation Division                       | 16,928,298            | 16,453,640              | 17,196,330                           | (126,810)                                           | 17,069,520                                   |                                             | 17,069,520                                         | 4.5%                                       | 3.7%                                    |
| -Fleet Services Division                             | 285,199               | (3,620)                 | 0                                    |                                                     | 0                                            |                                             | 0                                                  | -100.0%                                    | -100.0%                                 |
| <b>TOTAL PUBLIC WORKS</b>                            | 17,213,497            | 16,450,020              | 17,196,330                           | (126,810)                                           | 17,069,520                                   | 0                                           | 17,069,520                                         | 4.5%                                       | 3.8%                                    |
| <b>SERVICES PURCHASED<br/>FROM THE REGION</b>        |                       |                         |                                      |                                                     |                                              |                                             |                                                    |                                            |                                         |
| -Local Roads                                         | 3,366,547             | 3,788,690               | 3,729,040                            |                                                     | 3,729,040                                    |                                             | 3,729,040                                          | -1.6%                                      | -1.6%                                   |
| -Pollution Control                                   | 95,153                | 66,100                  | 76,100                               |                                                     | 76,100                                       |                                             | 76,100                                             | 15.1%                                      | 15.1%                                   |
| <b>TOTAL SERVICES PURCHASED</b>                      | 3,461,700             | 3,854,790               | 3,805,140                            | 0                                                   | 3,805,140                                    | 0                                           | 3,805,140                                          | -1.3%                                      | -1.3%                                   |
| <b>TOTAL CITY SERVICES</b>                           | 25,257,659            | 25,021,010              | 26,023,190                           | (221,890)                                           | 25,801,300                                   | 0                                           | 25,801,300                                         | 4.0%                                       | 3.1%                                    |
| <b>SERVICES SOLD TO THE REGION</b>                   |                       |                         |                                      |                                                     |                                              |                                             |                                                    |                                            |                                         |
| -Traffic Services                                    | 2,555,657             | 2,537,944               | 2,698,740                            |                                                     | 2,698,740                                    |                                             | 2,698,740                                          | 6.3%                                       | 6.3%                                    |
| -Street Services                                     | 5,756,364             | 4,566,090               | 4,942,800                            |                                                     | 4,942,800                                    |                                             | 4,942,800                                          | 8.3%                                       | 8.3%                                    |
| -Recovery from Region                                | (8,312,021)           | (7,104,034)             | (7,641,540)                          |                                                     | (7,641,540)                                  |                                             | (7,641,540)                                        | 7.6%                                       | 7.6%                                    |
|                                                      | 0                     | 0                       | 0                                    | 0                                                   | 0                                            | 0                                           | 0                                                  |                                            |                                         |
| <b>TOTAL TRANSPORT AND<br/>ENVIRONMENT COMMITTEE</b> | 25,257,659            | 25,021,010              | 26,023,190                           | (221,890)                                           | 25,801,300                                   | 0                                           | 25,801,300                                         | 4.0%                                       | 3.1%                                    |

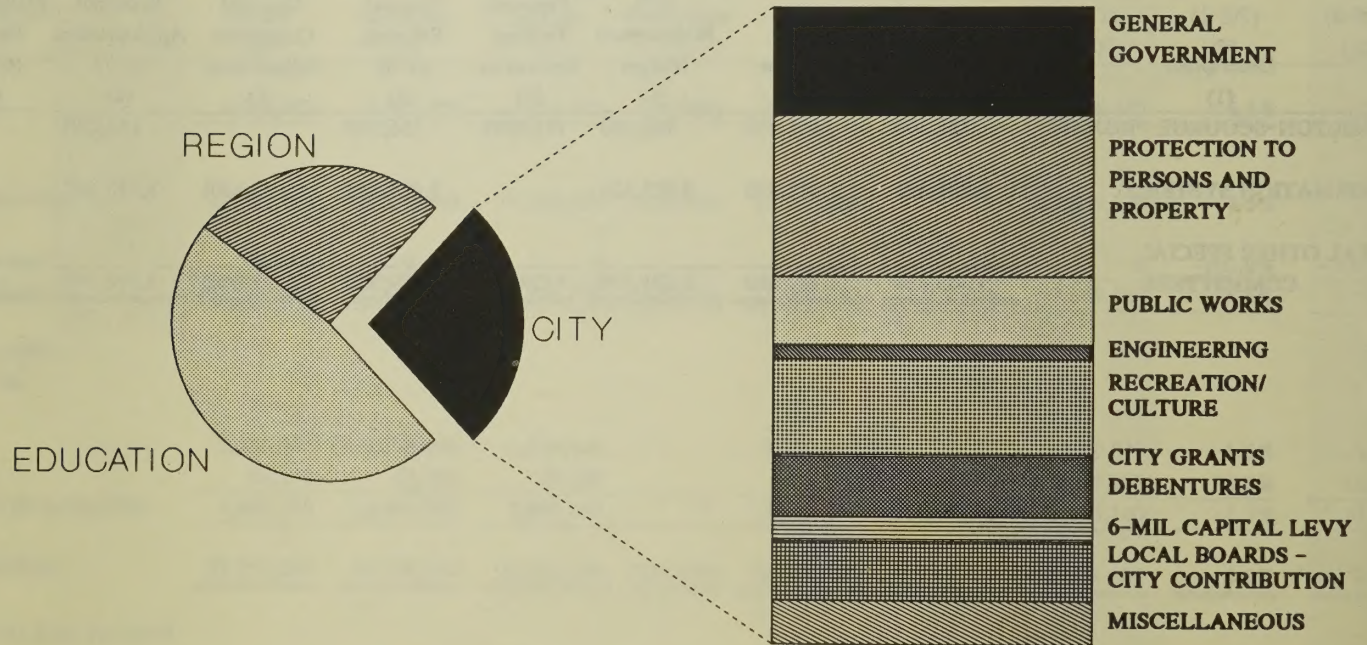
**SUMMARY OF 1991 EXPENDITURE ESTIMATES OF THOSE BUDGETS  
UNDER THE JURISDICTION OF OTHER SPECIAL COMMITTEES**

OTHER SPECIAL

| Description<br>(1)                | 1990<br>Actual<br>(2) | 1990<br>Estimate<br>(3) | 1991<br>Maintenance<br>Budget<br>(4) | Service/<br>Program<br>Package<br>Reductions<br>(5) | 1991<br>Original<br>Estimate<br>(4+5)<br>(6) | Council/<br>Committee<br>Adjustments<br>(7) | 1991<br>Resultant<br>Appropriation<br>(6+7)<br>(8) | Increase / -Decrease<br>Over 1990 Estimate |                                         |
|-----------------------------------|-----------------------|-------------------------|--------------------------------------|-----------------------------------------------------|----------------------------------------------|---------------------------------------------|----------------------------------------------------|--------------------------------------------|-----------------------------------------|
|                                   |                       |                         |                                      |                                                     |                                              |                                             |                                                    | Maintenance<br>Percent<br>(4-3/3)<br>(9)   | Resultant<br>Percent<br>(8-3/3)<br>(10) |
| HAMILTON-SCOURGE PROJECT          | 132,566               | 159,560                 | 168,030                              | (12,000)                                            | 156,030                                      |                                             | 156,030                                            | 5.3%                                       | -2.2%                                   |
| INFORMATION SYSTEMS               | 3,231,193             | 3,623,320               | 3,623,320                            |                                                     | 3,623,320                                    | (2,660)                                     | 3,620,660                                          | 0.0%                                       | -0.1%                                   |
| TOTAL OTHER SPECIAL<br>COMMITTEES | <u>3,363,759</u>      | <u>3,782,880</u>        | <u>3,791,350</u>                     | <u>(12,000)</u>                                     | <u>3,779,350</u>                             | <u>(2,660)</u>                              | <u>3,776,690</u>                                   | <u>0.2%</u>                                | <u>-0.2%</u>                            |



# WHERE YOUR 1991 TAX DOLLAR GOES



# 1991 COMPARATIVE STATEMENT OF ESTIMATES

## SUMMARY OF EXPENDITURES BY FUNCTION - Page 1

| DESCRIPTION                                             | 1989<br>ACTUAL | 1990<br>ACTUAL | 1990<br>ESTIMATE | 1991<br>ESTIMATE |
|---------------------------------------------------------|----------------|----------------|------------------|------------------|
| <u>Departmental Budgets</u>                             |                |                |                  |                  |
| <u>General Government</u>                               |                |                |                  |                  |
| Legislative                                             | 1,195,767      | 1,326,423      | 1,337,980        | 1,383,410        |
| Chief Administrative Officer                            | 166,192        | 176,444        | 178,080          | 184,040          |
| Clerk                                                   | 2,550,825      | 2,653,147      | 2,626,290        | 2,767,880        |
| Treasury - Finance Division                             | 2,824,518      | 2,867,022      | 2,947,980        | 2,982,680        |
| - Purchasing Division                                   | 372,010        | 369,761        | 378,880          | 384,830          |
| - City Garage Division                                  | 44,318         | (8,148)        | 0                | 0                |
| Total Treasury                                          | 3,240,846      | 3,228,635      | 3,326,860        | 3,367,510        |
| Information Systems                                     | 3,119,879      | 3,231,193      | 3,623,320        | 3,620,660        |
| Law                                                     | 1,515,562      | 1,420,046      | 1,779,860        | 1,749,880        |
| Human Resources Centre                                  | 2,126,191      | 1,993,527      | 2,163,430        | 2,178,120        |
| Property- Building Operations<br>& Maintenance Division | 5,384,179      | 5,977,302      | 6,059,340        | 6,430,290        |
| - Architect Division                                    | 356,274        | 416,102        | 425,940          | 0                |
| - Real Estate Division                                  | 469,308        | 481,506        | 558,140          | 616,260          |
| Total Property                                          | 6,209,761      | 6,874,910      | 7,043,420        | 7,046,550        |
| Central Utilities Plant                                 | 2,406,233      | 2,562,579      | 2,724,340        | 2,868,570        |
| Planning - by Region                                    | 1,781,406      | 1,827,684      | 1,883,610        | 1,923,570        |
| Hamilton-Scourge Project                                | 122,431        | 132,566        | 159,560          | 156,030          |
| Fleet Services                                          | 370,366        | 285,199        | (3,620)          | 0                |
| Total General Government                                | 24,805,459     | 25,712,353     | 26,843,130       | 27,246,220       |



# 1991 COMPARATIVE STATEMENT OF ESTIMATES

## SUMMARY OF EXPENDITURES BY FUNCTION - Page 2

| DESCRIPTION                                    | 1989<br>ACTUAL     | 1990<br>ACTUAL     | 1990<br>ESTIMATE   | 1991<br>ESTIMATE   |
|------------------------------------------------|--------------------|--------------------|--------------------|--------------------|
| <u>Departmental Budgets</u>                    |                    |                    |                    |                    |
| <u>Protection to Person and Property</u>       |                    |                    |                    |                    |
| Fire                                           | 26,663,524         | 29,843,188         | 30,484,740         | 30,918,880         |
| Building                                       | 4,088,917          | 4,294,676          | 4,398,230          | 4,316,330          |
| Traffic - For City                             | 4,413,899          | 4,582,462          | 4,716,200          | 4,926,640          |
| - For Region                                   | 0                  | 0                  | 0                  | 0                  |
| <u>Total Protection to Person/Property</u>     | <u>35,166,340</u>  | <u>38,720,326</u>  | <u>39,599,170</u>  | <u>40,161,850</u>  |
| <u>Public Works</u>                            |                    |                    |                    |                    |
| For City                                       | 15,518,397         | 16,928,298         | 16,453,640         | 17,069,520         |
| For Region                                     | 0                  | 0                  | 0                  | 0                  |
| <u>Total Public Works</u>                      | <u>15,518,397</u>  | <u>16,928,298</u>  | <u>16,453,640</u>  | <u>17,069,520</u>  |
| <u>Local Roads and Engineering - By Region</u> | <u>3,919,439</u>   | <u>3,366,547</u>   | <u>3,788,690</u>   | <u>3,729,040</u>   |
| <u>Recreation and Cultural Services</u>        |                    |                    |                    |                    |
| Public Works-Cemeteries Division               | 2,547,567          | 2,669,899          | 2,733,100          | 2,794,810          |
| Public Works-Parks Division                    | 8,890,621          | 9,065,807          | 9,225,260          | 9,425,340          |
| Recreation                                     | 8,173,691          | 8,958,480          | 9,122,650          | 10,092,230         |
| Culture                                        | 1,230,657          | 1,323,477          | 1,385,620          | 1,466,030          |
| <u>Total Recreation and Culture</u>            | <u>20,842,536</u>  | <u>22,017,663</u>  | <u>22,466,630</u>  | <u>23,778,410</u>  |
| <u>Total Departmental Budgets</u>              | <u>100,252,171</u> | <u>106,745,187</u> | <u>109,151,260</u> | <u>111,985,040</u> |

# 1991 COMPARATIVE STATEMENT OF ESTIMATES

## SUMMARY OF EXPENDITURES BY FUNCTION - Page 3

| DESCRIPTION                                              | 1989<br>ACTUAL     | 1990<br>ACTUAL     | 1990<br>ESTIMATE   | 1991<br>ESTIMATE   |
|----------------------------------------------------------|--------------------|--------------------|--------------------|--------------------|
| <u>Departmental Budgets</u>                              |                    |                    |                    |                    |
| <u>Financial</u>                                         |                    |                    |                    |                    |
| Present Employee Benefits                                | 6,925              | 5,563              | 7,450              | 17,450             |
| Pensioners Employee Benefits                             | 362,050            | 317,117            | 350,440            | 417,330            |
| Various                                                  | 4,845,606          | 4,459,943          | 4,695,640          | 4,765,500          |
| Contingency                                              | 0                  | 0                  | 0                  | 1,800,000          |
| Total Financial                                          | <u>5,214,581</u>   | <u>4,782,623</u>   | <u>5,053,530</u>   | <u>7,000,280</u>   |
| Grants, Receptions & Public Events                       | 671,375            | 577,413            | 600,000            | 600,000            |
| Provision for Debt Charges                               | 14,292,000         | 14,724,000         | 14,724,000         | 15,075,000         |
| Capital Projects From Current Funds                      | 5,722,000          | 5,902,000          | 5,902,000          | 6,004,000          |
| Provision For Reserves                                   | 7,455,694          | 6,177,391          | 3,068,540          | 2,635,100          |
| Miscellaneous - Other                                    | 1,102,390          | 1,195,857          | 1,216,350          | 1,259,890          |
| Total Other Budgets                                      | <u>34,458,040</u>  | <u>33,359,284</u>  | <u>30,564,420</u>  | <u>32,574,270</u>  |
| <u>Local Boards</u>                                      |                    |                    |                    |                    |
| City's Contribution                                      |                    |                    |                    |                    |
| Library                                                  | 10,756,232         | 11,764,999         | 11,934,710         | 12,317,960         |
| Hamilton Entertainment and Convention<br>Facilities Inc. | 2,465,235          | 2,596,276          | 2,602,180          | 2,602,180          |
| Total Local Boards                                       | <u>13,221,467</u>  | <u>14,361,275</u>  | <u>14,536,890</u>  | <u>14,920,140</u>  |
| Total Expenditures for the City of Hamilton              | <u>147,931,678</u> | <u>154,465,746</u> | <u>154,252,570</u> | <u>159,479,450</u> |



## CHIEF ADMINISTRATIVE OFFICER

The functions of the CHIEF ADMINISTRATIVE OFFICER include:

- \* Administering the affairs of the Corporation of the City of Hamilton in accordance with the policies recommended to and approved by City Council.
- \* Providing general direction to eleven City Departments in the administration of City Hall.
- \* Being responsive for setting agendas, together with managing the attendant financial and human resource inputs.
- \* Responsible for the operations of the Municipal Non-Profit (Hamilton) Housing Corporation, and Internal Control.

|                    | 1989<br><u>ACTUAL</u> | 1990<br><u>ACTUAL</u> | 1990<br><u>ESTIMATE</u> | 1991<br><u>ESTIMATE</u> |
|--------------------|-----------------------|-----------------------|-------------------------|-------------------------|
| TOTAL EXPENDITURES | <u>166,192</u>        | <u>176,444</u>        | <u>178,080</u>          | <u>184,040</u>          |

## CITY CLERK'S DEPARTMENT

The purpose of the CITY CLERK'S DEPARTMENT is to provide services and assistance to City Council, it's Committees and the general public, and to perform all functions required of the City Clerk by the Municipal Act:

- \* Provide secretarial services to City Council, Standing Committees, Sub-Committees and Special Purpose Committees
- \* Provide administrative support staff to the Mayor and members of City Council
- \* Administer the Records Management Programme
- \* Administer the Municipal Freedom of Information and Protection of Privacy Act
- \* Process and administer municipal licences and Regional trade licences
- \* Conduct Municipal Elections
- \* Provide 24 hour information services
- \* Register births and deaths
- \* Provide switchboard services
- \* Provide printing and mail services for the City and Region
- \* Administer the Hamilton Farmer's Market
- \* Co-ordinate City advertising
- \* Administer the Tax Rebate Programme
- \* Co-ordinate Civic receptions and functions
- \* Co-ordinate all commercial film-making activities in the City of Hamilton



# 1991 COMPARATIVE STATEMENT OF ESTIMATES

## CITY CLERK

| DESCRIPTION                       | 1989<br>ACTUAL   | 1990<br>ACTUAL   | 1990<br>ESTIMATE | 1991<br>ESTIMATE |
|-----------------------------------|------------------|------------------|------------------|------------------|
| <u>City Clerk</u>                 |                  |                  |                  |                  |
| * Expenditures                    |                  |                  |                  |                  |
| Administration                    | 798,880          | 774,489          | 787,090          | 881,130          |
| Licence Section                   | 557,330          | 627,985          | 648,480          | 640,040          |
| Legislative                       | 512,890          | 499,873          | 505,320          | 538,190          |
| Service Section - Mail & Printing | 446,995          | 500,952          | 439,060          | 455,480          |
| Hamilton Farmer's Market          | 234,730          | 249,848          | 246,340          | 253,040          |
| Total Expenditures                | <u>2,550,825</u> | <u>2,653,147</u> | <u>2,626,290</u> | <u>2,767,880</u> |
| * Revenues                        |                  |                  |                  |                  |
| Licence Section                   | 727,835          | 1,114,327        | 893,100          | 1,054,000        |
| Hamilton Farmer's Market          | 377,651          | 400,124          | 400,890          | 420,940          |
| Total Revenues                    | <u>1,105,486</u> | <u>1,514,451</u> | <u>1,293,990</u> | <u>1,474,940</u> |
| Net Operations                    | <u>1,445,339</u> | <u>1,138,696</u> | <u>1,332,300</u> | <u>1,292,940</u> |

# 1991 COMPARATIVE STATEMENT OF ESTIMATES

## LEGISLATIVE

| DESCRIPTION                             | 1989<br>ACTUAL   | 1990<br>ACTUAL   | 1990<br>ESTIMATE | 1991<br>ESTIMATE |
|-----------------------------------------|------------------|------------------|------------------|------------------|
| <b>Legislative</b>                      |                  |                  |                  |                  |
| <b>* Expenditures</b>                   |                  |                  |                  |                  |
| Mayor's Office                          | 296,957          | 339,589          | 343,160          | 344,930          |
| Alderman's Offices (Direct Charges)     | 358,186          | 369,225          | 387,540          | 393,870          |
| Alderman's Offices (Admin. Support)     | 384,251          | 449,717          | 435,790          | 455,040          |
| Motor Vehicle Operation-Chauffered Cars | 144,109          | 149,428          | 154,340          | 172,420          |
| Memberships                             | 10,631           | 13,489           | 13,490           | 13,240           |
| Outside Groups                          | 1,633            | 4,975            | 3,660            | 3,910            |
| Total Expenditures                      | <u>1,195,767</u> | <u>1,326,423</u> | <u>1,337,980</u> | <u>1,383,410</u> |
| <b>* Revenues</b>                       |                  |                  |                  |                  |
| Total Revenues                          | <u>0</u>         | <u>0</u>         | <u>0</u>         | <u>0</u>         |
| Net Operations                          | <u>1,195,767</u> | <u>1,326,423</u> | <u>1,337,980</u> | <u>1,383,410</u> |



## TREASURY DEPARTMENT

The TREASURY DEPARTMENT consists of five Divisions, namely : Budgets, Accounting, Revenue, Purchasing and City Garage.

- \* Subsection 79(1) of the Municipal Act, R.S.O. 1980, Chapter 302 provides that the Council shall appoint a Treasurer; Section 79 to 95 makes reference to the responsibility of the City Treasurer; Section 142 to 157 refers to Money By-Laws; Section 158 to 168 refers to yearly Rates and Estimates; Section 169 to 191 refers to Finances, and Section 361 to 499 refers to Municipal Taxes.

### BUDGET DIVISION

- \* Prepare goals and objectives, plans, and guidelines for the Budget
- \* Monitor, guide, collect and coordinate Departmental revenue and expenditure budgets
- \* Arrange the review process by the Management Team, Standing Committees, and ultimately Council where final Mill Rates are set
- \* Administer Risk Management and Insurance
- \* Apply and collect all subsidies from various Ministries

### ACCOUNTING DIVISION

- \* Maintain, administer and control the budgetary policy and accounting records
- \* Prepare City Financial Report including Local Boards
- \* Control and administer effective procedures for safeguarding all assets and liabilities
- \* Administer Payroll, Pension and Accounts Payable Sections (payments of goods and services supplied to the City and Local Boards)

### REVENUE DIVISION

- \* Manage and control the billing and collection of all taxes and all other revenues
- \* Proper and effective control of cash management and maintain investment policies
- \* Maintain, administer, safeguard and control of all receipts, investments, and securities, and administer collection procedures

### PURCHASING DIVISION

- \* Effectively provide a centralized purchasing function to acquire goods and services for all City and Regional Departments, Boards and Commissions
- \* Provide consulting services and improve effectiveness for the Library and members of the Co-operative Purchasing Group, including 32 agencies, on major purchases
- \* Provide current information to above groups of changes in the market place in prices, products and services
- \* Maximize the service of the Stores Inventory. This includes a constant turn-over of inventory and elimination of obsolete inventory
- \* Dispose of equipment and inventory at the greatest return to the City
- \* Continue to maintain, train employees and develop new programs for the automated purchasing system which was implemented January 1, 1989 in all City Departments and in January 1, 1990 in all Regional Departments

### CITY GARAGE DIVISION

- \* Provide a fleet of vehicles to City and Regional Departments as required
- \* Provide driver service for the Mayor and visiting dignitaries when required
- \* Deliver Council agendas and Committee agendas to the Aldermen and private citizens

# 1991 COMPARATIVE STATEMENT OF ESTIMATES

## TREASURY

| DESCRIPTION                          | 1989<br>ACTUAL     | 1990<br>ACTUAL     | 1990<br>ESTIMATE   | 1991<br>ESTIMATE   |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|
| <u>Treasury</u>                      |                    |                    |                    |                    |
| * Expenditures - Finance             |                    |                    |                    |                    |
| Administration/Stenographic          | 601,382            | 579,366            | 581,530            | 589,620            |
| Budgets, Subsidies & Cash Management | 221,506            | 187,802            | 171,090            | 178,970            |
| Payroll/Pensions                     | 237,877            | 265,758            | 262,980            | 291,280            |
| Accounts Payable/Accounting          | 585,015            | 590,738            | 585,360            | 616,280            |
| Sundry Revenue                       | 374,892            | 367,301            | 414,540            | 418,550            |
| Parking Violations                   | 138,604            | 98,777             | 115,550            | 115,380            |
| Taxation/Internal Control            | 665,242            | 777,280            | 816,930            | 772,600            |
|                                      | <u>2,824,518</u>   | <u>2,867,022</u>   | <u>2,947,980</u>   | <u>2,982,680</u>   |
| <u>Purchasing Division</u>           |                    |                    |                    |                    |
| Administration                       | 200,473            | 197,340            | 202,130            | 203,500            |
| Stores                               | 171,537            | 172,421            | 176,750            | 181,330            |
|                                      | <u>372,010</u>     | <u>369,761</u>     | <u>378,880</u>     | <u>384,830</u>     |
| <u>City Garage Division</u>          |                    |                    |                    |                    |
| Administration                       | 197,952            | 367,190            | 393,610            | 361,970            |
| Store Expenditures                   | 374,371            | 427,840            | 371,610            | 459,900            |
| Store Revenues/Vehicles-Car Pool     | (528,005)          | (803,178)          | (765,220)          | (821,870)          |
|                                      | <u>44,318</u>      | <u>(8,148)</u>     | <u>0</u>           | <u>0</u>           |
| Total Expenditures                   | <u>3,240,846</u>   | <u>3,228,635</u>   | <u>3,326,860</u>   | <u>3,367,510</u>   |
| * Revenues - Finance                 |                    |                    |                    |                    |
| Interest - Investments               | 4,404,037          | 4,181,899          | 4,600,000          | 3,500,000          |
| Sundry Revenues                      | 97,465             | 63,107             | 80,000             | 79,580             |
| Taxation                             | 3,865,953          | 5,170,163          | 3,639,420          | 5,599,880          |
| Total Revenues                       | <u>8,367,455</u>   | <u>9,415,169</u>   | <u>8,319,420</u>   | <u>9,179,460</u>   |
| Net Operations                       | <u>(5,126,609)</u> | <u>(6,186,534)</u> | <u>(4,992,560)</u> | <u>(5,811,950)</u> |



## INFORMATION SYSTEMS DEPARTMENT

INFORMATION SYSTEMS currently manages many large and complex Systems Applications on behalf of both The Corporation of the City of Hamilton and The Region of Hamilton-Wentworth. There are currently more than 100 major applications in operation including:

- \* On-line Financial Information System for Region and City including General Ledger, Purchasing, Accounts Payable, and Budgetary Control.
- \* Human Resources Personnel and Payroll for over 6,000 employees.
- \* Pension system for 1,000 retired employees.
- \* Property system (assessment and taxation) for 83,000 Realty and Business taxpayers.
- \* Building Permit system, for approximately 5,000 permits per year.
- \* Metered Water system for 49,000 metered water accounts.
- \* Social Services System which processes more than 6,000 cheques per month.
- \* Hamilton Public Library System for 2,500,000 titles for 9 branch Libraries.
- \* Support services for more than 600 workstations for word processing, spreadsheet analysis, electronic mail and other end user software.
- \* Maintenance Management Systems for the Engineering, Public Works and Traffic Departments.
- \* On-line Transit Information System (including radio and data communications with 260 vehicles).
- \* Microfilming services (image and Computer output Microfilm) producing 3,000,000 images per year.

The coordination of Information Systems functions is considered to be of vital importance to the operation of the City and Region. The City and Region currently have the only known fully coordinated Informations Systems function for any major Municipal area in Canada.

### Major Information Systems Projects 1991+

- \* Property Database (and related) project to restructure property-related information into a common, accessible database.
- \* New customer-oriented taxation system.
- \* Communications network implementation.
- \* Human Resources System improvements.
- \* New Maintenance Management System.

# 1991 COMPARATIVE STATEMENT OF ESTIMATES

## INFORMATION SYSTEMS

| DESCRIPTION                       | 1989<br>ACTUAL | 1990<br>ACTUAL | 1990<br>ESTIMATE | 1991<br>ESTIMATE |
|-----------------------------------|----------------|----------------|------------------|------------------|
| <u>Information Systems</u>        |                |                |                  |                  |
| * Expenditures                    |                |                |                  |                  |
| Administration & Systems Planning | 531,683        | 538,736        | 522,120          | 511,450          |
| Systems Analysis                  | 678,138        | 720,528        | 697,620          | 754,850          |
| Programming                       | 650,664        | 709,038        | 735,640          | 781,160          |
| Contracted Services               | 0              | 0              | 0                | 109,030          |
| Central Processing                | 2,133,713      | 2,362,693      | 2,396,690        | 2,440,470        |
| Business Systems-User Software    | 0              | 174,499        | 174,410          | 133,480          |
| Communications                    | 179,351        | 199,244        | 245,370          | 263,120          |
| Data Entry                        | 195,927        | 168,600        | 166,350          | 148,060          |
| Process Control Systems           | 791,090        | 1,016,100      | 1,016,100        | 1,100,120        |
| Support Services                  | 174,970        | 225,920        | 246,860          | 293,080          |
| Hardware & Software               | 768,395        | 772,084        | 959,050          | 989,060          |
| Image Processing                  | 176,523        | 160,300        | 164,020          | 158,580          |
| Information Systems - Services    | (3,160,575)    | (3,816,549)    | (3,700,910)      | (4,061,800)      |
| Total Expenditures                | 3,119,879      | 3,231,193      | 3,623,320        | 3,620,660        |
| * Revenues                        |                |                |                  |                  |
| Total Revenues                    | 0              | 0              | 0                | 0                |
| Net Operations                    | 3,119,879      | 3,231,193      | 3,623,320        | 3,620,660        |



## LAW DEPARTMENT

### Purpose:

"to ensure the efficient provision of the highest quality legal advice and representation, both preventive and remedial, to The Corporation of The City of Hamilton, by a professional team, maintained by a continuous program of staff development."

In addition to providing Council and its Committees with legal advice, the Law Department performs the following functions:

### CORPORATE AND LITIGATION SERVICES

- \* Civil Litigation: defence of personal injury claims; WCB claims
- \* Risk Management advice
- \* Bylaw Enforcement/Judicial Review applications
- \* Labour and related appearances/opinions
- \* Contract negotiation/drafting/dispute resolution
- \* Legislative Drafting

### REAL ESTATE AND DEVELOPMENT SERVICES

- \* Property transactions: eg. purchases, sales, leases, liens, encroachments
- \* Road closures/dedications
- \* Title searches/opinions
- \* Development agreements: eg. subdivisions, site plan control, preservice
- \* Land Related Administrative Tribunal representations: eg. OMB
- \* Expropriation Inquiries, Land Compensation Board

## 1991 COMPARATIVE STATEMENT OF ESTIMATES

## LAW

| DESCRIPTION        | 1989<br>ACTUAL   | 1990<br>ACTUAL   | 1990<br>ESTIMATE | 1991<br>ESTIMATE |
|--------------------|------------------|------------------|------------------|------------------|
| <u>Law</u>         |                  |                  |                  |                  |
| * Expenditures     |                  |                  |                  |                  |
| Administration     | 1,507,282        | 1,398,184        | 1,744,860        | 1,724,880        |
| Disbursements      | 8,280            | 21,862           | 35,000           | 25,000           |
| Total Expenditures | <u>1,515,562</u> | <u>1,420,046</u> | <u>1,779,860</u> | <u>1,749,880</u> |
| * Revenues         | <u>0</u>         | <u>0</u>         | <u>0</u>         | <u>0</u>         |
| Net Operations     | <u>1,515,562</u> | <u>1,420,046</u> | <u>1,779,860</u> | <u>1,749,880</u> |



## HUMAN RESOURCES CENTRE

### Purpose:

"To provide an advisory function, an information and control function and a service function for Departments of the Regional Municipality of Hamilton-Wentworth and the City of Hamilton in a pro-active manner, and to provide information to Councils of both organizations to enable them to make informed decisions."

### Responsible for :

- |                                                     |                                                                        |
|-----------------------------------------------------|------------------------------------------------------------------------|
| * Labour Relations                                  | * Employee Records                                                     |
| * Wage & Salary Administration including Pay Equity | * Benefits                                                             |
| * Employment Equity                                 | * Human Resources Information System including processing Payroll Data |
| * Job Evaluation                                    | * Recruiting                                                           |
| * Training                                          | * Employment & Exit Interviews                                         |
| * Occupational Health & Safety                      | * Complement Control                                                   |
| * Attendance Control                                | * Job Postings                                                         |
| * Worker's Compensation                             | * Job Descriptions                                                     |
| * Ergonomics                                        | * Organizational Reviews                                               |

# 1991 COMPARATIVE STATEMENT OF ESTIMATES

## HUMAN RESOURCES

| DESCRIPTION                     | 1989<br>ACTUAL   | 1990<br>ACTUAL   | 1990<br>ESTIMATE | 1991<br>ESTIMATE |
|---------------------------------|------------------|------------------|------------------|------------------|
| <u>Human Resources</u>          |                  |                  |                  |                  |
| * Expenditures                  |                  |                  |                  |                  |
| Services Provided By The Region | 1,938,656        | 1,941,893        | 2,053,980        | 2,119,620        |
| Pay Equity Committee            | 187,535          | 51,634           | 109,450          | 58,500           |
| Total Expenditures              | <u>2,126,191</u> | <u>1,993,527</u> | <u>2,163,430</u> | <u>2,178,120</u> |
| * Revenues                      |                  |                  |                  |                  |
| Total Revenues                  | <u>0</u>         | <u>0</u>         | <u>0</u>         | <u>0</u>         |
| Net Operations                  | <u>2,126,191</u> | <u>1,993,527</u> | <u>2,163,430</u> | <u>2,178,120</u> |



## PROPERTY DEPARTMENT

The Property Department acts as landlord of the City and is building oriented. The Department consists of a Real Estate Division, Architectural Division, and a Building Operations and Maintenance Division.

The responsibilities of the Departments are as follows:

The REAL ESTATE DIVISION provides a complete package of real estate services to all Municipal Departments and City Council including the acquisition and disposal of real property, the marketing of industrial lands, the management/rental of municipally owned real estate, demolition control and providing real estate appraisal expertise. This same package of real estate services is provided to the Regional Municipality of Hamilton-Wentworth and the Municipal Non-Profit (Hamilton) Housing Corporation on a fee basis.

The ARCHITECTURAL DIVISION provides services in project management. As project managers, the division plans, organizes, and controls all the City's activities that relate to new or renovated buildings. This includes directing and coordinating the project team in the development of feasibility studies, estimates, design, construction documents and in the administration and supervision of construction contracts.

The BUILDING OPERATIONS AND MAINTENANCE DIVISION is responsible for administering a complete building maintenance programme at approximately 200 City owned facilities including City Hall, recreation buildings, arenas and outdoor pools, playgrounds, park buildings, housing units, fire halls, recreation centres and historic sites. Our objectives are to operate a preventive maintenance program, provide a cleaning and caretaking service, carry out renovations to buildings as necessary, provide 24 hour, 7 days per week maintenance coverage, and formulate energy conservation programs. The Division is also responsible for the Central Utilities Plant, a centre for the supply and distribution of services for a number of buildings in the downtown core of the City. Electrical, heating, cooling, and ventilation are provided to City Hall, the Art Gallery, Central Library, Central Market, underground parking garage, the Ontario Government Building, Copps Coliseum, Hamilton Place and The Convention Centre. Day to day and preventive maintenance is also provided to this \$60,000,000 physical plant which provides building environment control to 1,500,000 square feet of office, institutional and entertainment space.

Within the Building Operations and Maintenance Division, the CENTRAL UTILITIES PLANT:

- provides operational and maintenance resources relating to the supply and distribution of utility services for a number of buildings located in the downtown core of the City.
- provides leadership, work control and scheduling in an effort to maximize productivity of the work force and to prioritize work in accordance with the needs established and funds provided.
- provides a maintenance resource capable of maintaining system components and equipment to accepted standards while maintaining a low unit and life cycle cost.
- ensures high technical and aesthetic standards for the facilities and to provide a satisfactory and safe environment for all users with minimal depreciation of capital.

# 1991 COMPARATIVE STATEMENT OF ESTIMATES

## PROPERTY

| DESCRIPTION                                                                          | 1989<br>ACTUAL   | 1990<br>ACTUAL   | 1990<br>ESTIMATE | 1991<br>ESTIMATE |
|--------------------------------------------------------------------------------------|------------------|------------------|------------------|------------------|
| <u>Property</u>                                                                      |                  |                  |                  |                  |
| * Expenditures                                                                       |                  |                  |                  |                  |
| Administration - Real Estate Division                                                | 469,308          | 481,506          | 558,140          | 616,260          |
| Administration - Architects Division                                                 | 356,274          | 416,102          | 425,940          | 0                |
| Administration - Building Operations & Mtnc.                                         | 261,476          | 444,510          | 504,050          | 386,430          |
| Maintenance City Hall, Public Buildings,<br>Health Building, Civic Properties Rented | 1,529,477        | 1,689,241        | 1,560,610        | 1,679,150        |
| Composite Buildings                                                                  | 125,290          | 141,696          | 150,650          | 127,150          |
| District Centres                                                                     | 1,341,271        | 1,454,485        | 1,432,460        | 1,584,190        |
| Parks/Recreation Buildings/Playgrounds                                               | 1,256,431        | 1,275,206        | 1,294,760        | 1,516,020        |
| Chedoke/King's Forest Golf Club Buildings                                            | 158,848          | 205,392          | 221,780          | 204,840          |
| Historic Sites                                                                       | 107,065          | 135,491          | 151,370          | 117,170          |
| Ivor Wynne Stadium/Other Locations                                                   | 526,440          | 484,831          | 587,020          | 702,070          |
| Repairs & Maintenance - Market/Library                                               | 77,881           | 146,450          | 156,640          | 113,270          |
| Total Expenditures                                                                   | <u>6,209,761</u> | <u>6,874,910</u> | <u>7,043,420</u> | <u>7,046,550</u> |
| * Revenues                                                                           |                  |                  |                  |                  |
| Administration Fees - Demolitions                                                    | 2,780            | 730              | 1,000            | 1,000            |
| Rental - City Hall                                                                   | 599,460          | 584,473          | 587,380          | 522,480          |
| Civic Properties Rented                                                              | 281,410          | 236,150          | 255,000          | 250,960          |
| Total Revenues                                                                       | <u>883,650</u>   | <u>821,353</u>   | <u>843,380</u>   | <u>774,440</u>   |
| Net Operations                                                                       | <u>5,326,111</u> | <u>6,053,557</u> | <u>6,200,040</u> | <u>6,272,110</u> |



# 1991 COMPARATIVE STATEMENT OF ESTIMATES

## CENTRAL UTILITIES PLANT

| DESCRIPTION                          | 1989<br>ACTUAL | 1990<br>ACTUAL | 1990<br>ESTIMATE | 1991<br>ESTIMATE |
|--------------------------------------|----------------|----------------|------------------|------------------|
| <u>Central Utilities Plant</u>       |                |                |                  |                  |
| * Expenditures                       |                |                |                  |                  |
| Operations                           | 850,408        | 547,964        | 634,850          | 726,100          |
| Maintenance                          | 421,028        | 775,711        | 803,090          | 799,330          |
| City Hall                            | 205,204        | 211,774        | 241,290          | 237,620          |
| Ontario Government Building          | 229,315        | 261,130        | 233,800          | 278,640          |
| Pedestrian Arcade/Overpass           | 43,574         | 38,324         | 45,110           | 47,730           |
| Parking Authority Underground Garage | 95,582         | 96,181         | 102,950          | 107,910          |
| Copps Coliseum                       | 278,304        | 332,521        | 304,630          | 359,700          |
| Hamilton Central Library             | 248,452        | 251,733        | 251,190          | 274,210          |
| Hamilton Place                       | 211,821        | 208,474        | 235,770          | 237,350          |
| Art Gallery                          | 114,426        | 117,850        | 124,020          | 128,100          |
| Hamilton Farmer's Market             | 66,071         | 72,888         | 66,490           | 76,300           |
| Hamilton Convention Centre           | 281,508        | 259,685        | 301,470          | 307,430          |
| Recoveries From Users                | (639,460)      | (611,656)      | (620,320)        | (711,850)        |
| Total Expenditures                   | 2,406,233      | 2,562,579      | 2,724,340        | 2,868,570        |
| * Revenues                           |                |                |                  |                  |
| Total Revenues                       | 0              | 0              | 0                | 0                |
| Net Operations                       | 2,406,233      | 2,562,579      | 2,724,340        | 2,868,570        |

## THE PLANNING AND DEVELOPMENT DEPARTMENT

The PLANNING AND DEVELOPMENT DEPARTMENT provides land use planning services to the City of Hamilton. The Department's expertise covers all facets of municipal planning. Extending from long-range to current planning activities, the Department is responsible for:

- \* the formulation of long-range planning objectives and policies through the Official Plan, Secondary or Neighbourhood Plans, and related studies to guide growth while managing the natural, historic and architecturally significant attributes of the municipality; and,
- \* the implementation of these policies and plans through Zoning By-laws, Site Plans, and Land Division to maximize a high standard of urban design and energy efficiency in the development of the municipality.

The PLANNING AND DEVELOPMENT DEPARTMENT is primarily engaged in:

- \* administering the City's Official Plan; developing and administering Neighbourhood Plans; formulating/co-ordinating the City's Strategic Plan;
- \* representing the City's planning interests on special purpose committees and before hearing tribunals;
- \* undertaking and implementing long-range policy studies;
- \* processing zoning applications and site plan control applications; commenting on applications to the Committee of Adjustment, Land Division Committee, and Niagara Escarpment Commission;
- \* preparing and/or reviewing draft Zoning By-laws;
- \* conducting research and providing input on development and land use regulation matters; and,
- \* designating buildings of architectural/historic significance and heritage conservation districts;
- \* implementing the Heritage Fund programme; and,
- \* providing information services to the public on land use planning, statistical and related matters.

During 1990, the PLANNING AND DEVELOPMENT DEPARTMENT:

- \* processed 103 rezoning applications;
- \* processed 103 site plan applications;
- \* processed 12 Official Plan amendments;
- \* commented on over 540 applications to the Committee of Adjustment, Land Division Committee and Niagara Escarpment Commission; and,
- \* answered over 17,700 public enquiries on land use planning, statistical and related matters.

|                    | 1989<br>ACTUAL   | 1990<br>ACTUAL   | 1990<br>ESTIMATE | 1991<br>ESTIMATE |
|--------------------|------------------|------------------|------------------|------------------|
| TOTAL EXPENDITURES | <u>1,781,406</u> | <u>1,827,684</u> | <u>1,883,610</u> | <u>1,923,570</u> |



## HAMILTON FIRE DEPARTMENT

The Hamilton Fire Department, under the direction of the Chief, is responsible for fighting fires and responding to a wide variety of non-fire related emergency conditions and life-threatening situations within the boundaries of the City of Hamilton. In addition, through By-Law No. 6834, the Department is authorized to assist other Hamilton-Wentworth Region Fire Departments under "mutual aid".

There are six divisions within the Hamilton Fire Department being Administration, Communications, Fire Prevention, Vehicle and Equipment Repair, Training and Firefighting. The Department has 501 authorized staff. Operations are carried out from 12 fire stations, our Training Complex and Administrative Office.

Our main objective is the protection from fire, of all life and property within the City. This is accomplished through our commitment to fire prevention programs, fire code enforcement and public education efforts ; and an all-inclusive in-house firefighter training program.

### Alarms, \$ Loss, Fatalities - 1986-1990

|                                   | <u>1990</u> | <u>1989</u> | <u>1988</u> | <u>1987</u> | <u>1986</u> |
|-----------------------------------|-------------|-------------|-------------|-------------|-------------|
| Structural fires                  | 530         | 541         | 554         | 519         | 562         |
| Outdoor fires                     | 766         | 762         | 863         | 802         | 735         |
| Vehicle fires                     | 248         | 257         | 285         | 255         | 250         |
| Emergency calls                   | 1,023       | 731         | 737         | 415         | 423         |
| Assistance calls                  | 1,410       | 1,310       | 1,282       | 1,304       | 1,221       |
| Inhalator calls                   | 6,807       | 4,386       | 4,371       | 2,711       | 2,677       |
| Unnecessary calls                 | 734         | 789         | 708         | 771         | 689         |
| Accidental alarms                 | 2,040       | 1,841       | 1,582       | 1,533       | 1,442       |
| False (malicious) calls           | 411         | 390         | 423         | 403         | 444         |
| Total alarms                      | 13,969      | 11,007      | 10,805      | 8,713       | 8,443       |
| Estimated fire loss (\$ millions) | 7.60        | 12.05       | 8.87        | 6.01        | 5.51        |
| Fire fatalities                   | 6           | 5           | 7           | 7           | 12          |

Emergency calls: Vehicle accidents; elevator rescues; rescue of persons trapped or injured by equipment; personal injury accidents, etc.

Assistance calls: Lock-ins; defective electrical wiring; faulty heating units; defective chimneys; assistance to police or public utilities; gas leak/fumes; t.v. aerials and hydro wires down; defective transformers; investigation of unknown odours and fires reported out.

Inhalator calls: Heart problems; convulsions; epileptic seizures; drownings; breathing difficulties suicides; strokes, etc.

Unnecessary calls: Needless; smoke; steam; odour or reflections mistaken for fire

Accidental alarms: Servicemen working on or testing an alarm system; sprinkler head or pipes broken; heat or smoke detection systems activated, etc.

## 1991 COMPARATIVE STATEMENT OF ESTIMATES

## FIRE

| DESCRIPTION                                | 1989<br>ACTUAL    | 1990<br>ACTUAL    | 1990<br>ESTIMATE  | 1991<br>ESTIMATE  |
|--------------------------------------------|-------------------|-------------------|-------------------|-------------------|
| <u>Fire</u>                                |                   |                   |                   |                   |
| * Expenditures                             |                   |                   |                   |                   |
| Administration                             | 23,918,835        | 26,689,375        | 27,269,980        | 28,812,650        |
| Motor Apparatus - Operations               | 558,041           | 746,910           | 723,770           | 815,210           |
| Fire Protection - Water Service            | 1,169,334         | 1,278,360         | 1,278,360         | 0                 |
| Fire Prevention Bureau                     | 984,003           | 1,082,234         | 1,165,140         | 1,222,660         |
| Retirement Allowances - Granted By Council | 2,218             | 2,218             | 2,540             | 3,020             |
| Drum Corps                                 | 6,640             | 6,500             | 6,500             | 7,050             |
| Training Supplies                          | 24,453            | 37,591            | 38,450            | 58,290            |
| Total Expenditures                         | <u>26,663,524</u> | <u>29,843,188</u> | <u>30,484,740</u> | <u>30,918,880</u> |
| * Revenues                                 |                   |                   |                   |                   |
| Administration (Fire Services-MTC ,        | 90,915            | 98,540            | 80,000            | 80,500            |
| Inspection Fees, Fire Training Complex)    |                   |                   |                   |                   |
| Total Revenues                             | <u>90,915</u>     | <u>98,540</u>     | <u>80,000</u>     | <u>80,500</u>     |
| Net Operations                             | <u>26,572,609</u> | <u>29,744,648</u> | <u>30,404,740</u> | <u>30,838,380</u> |



## BUILDING DEPARTMENT

The purpose of the BUILDING DEPARTMENT is to establish and maintain, through quality control in the framework of existing legislation, the minimum level of a safe, healthy and enjoyable living and working environment as laid out in the codes and by-laws under our jurisdiction.

The Department consists of four distinct divisions, with a total of approximately 90 staff members. Among our staff, there are various Professionals, Customer Service Reps, Plan Examiners, Field Inspectors, Support Staff, Administrative and Management staff, all of them with different expertise and skills to serve the residents and business communities in our City.

### Customer Services Section

Answers all inquiries from the general public, contractors, developers, architects, engineers, lawyers, real estate agents etc. either by telephone or by talking to the customers in person, regarding the interpretation of the zoning and building regulations. Processes the building permit application, and ensures that all plans submitted with a permit application conform with applicable regulations and by-laws, such as, The Ontario Building Code, Hamilton Zoning By-Laws, etc.

### Field Services Section

Conducts progressive field inspections to ensure that the projects, or the buildings, are in compliance with the approved plans, The Ontario Building Code, Hamilton Zoning By-Laws, Ontario Plumbing Code and other relevant by-laws. The division also enforces other Hamilton local by-laws, such as Property Standards By-Law, the Backyard By-Law, etc. The Inspectors also investigate unsafe buildings and ensure that proper corrective steps are taken. When necessary, the Inspector issues "Orders to Comply" or "Stop Work Orders" and initiates legal action to force compliance with the by-law requirements as specified per the Order issued.

### Loans Division

Administers rehabilitation loan and grant programmes funded by the Federal and Provincial Governments. At the present time, the Loans Division is implementing eighteen (18) different programmes, as well as administering several loan and grant programmes for the Town of Dundas and the Township of Flamborough.

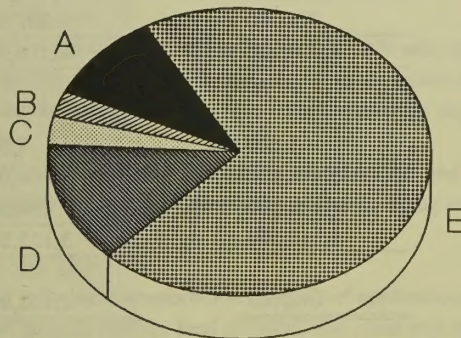
### Committee of Adjustment

Deals with minor variances from requirements of the Hamilton Zoning By-Law.

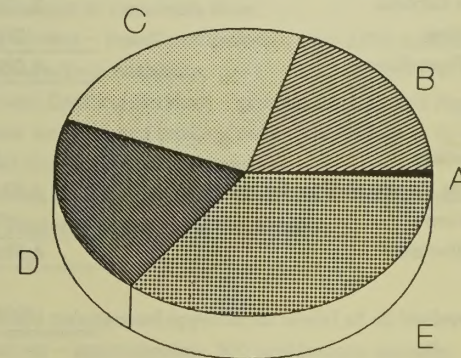
## BUILDING DEPARTMENT

1990 STATISTICS

|                                               |               |
|-----------------------------------------------|---------------|
| Total Construction Value                      | \$362,387,375 |
| Total Permits Issued                          | 4,101         |
| Total Zoning Verification Certificates Issued | 5,229         |
| Total Property Reports Issued                 | 6,104         |



BREAKDOWN BY NUMBER OF PERMITS ISSUED



BREAKDOWN BY CONSTRUCTION VALUE (000's)

| Key<br>(1) | Particulars<br>(2) | Amount<br>(3) | % of Total<br>(4) |
|------------|--------------------|---------------|-------------------|
| A          | Miscellaneous      | 413           | 10.1%             |
| B          | Industrial         | 116           | 2.8%              |
| C          | Institutional      | 133           | 3.2%              |
| D          | Commercial         | 557           | 13.6%             |
| E          | Residential        | 2882          | 70.3%             |
|            |                    | <u>4,101</u>  | <u>100.0%</u>     |

| Key<br>(1) | Particulars<br>(2) | Amount<br>(3)  | % of Total<br>(4) |
|------------|--------------------|----------------|-------------------|
| A          | Miscellaneous      | 2,986          | 0.8%              |
| B          | Industrial         | 71,290         | 19.7%             |
| C          | Institutional      | 86,982         | 24.0%             |
| D          | Commercial         | 74,347         | 20.5%             |
| E          | Residential        | 126,782        | 35.0%             |
|            |                    | <u>362,387</u> | <u>100.0%</u>     |



# 1991 COMPARATIVE STATEMENT OF ESTIMATES

## BUILDING

| DESCRIPTION                            | 1989<br>ACTUAL   | 1990<br>ACTUAL   | 1990<br>ESTIMATE | 1991<br>ESTIMATE |
|----------------------------------------|------------------|------------------|------------------|------------------|
| <u>Building</u>                        |                  |                  |                  |                  |
| * Expenditures                         |                  |                  |                  |                  |
| Administration                         | 580,106          | 621,453          | 605,110          | 449,370          |
| Engineering, Zoning & Counter Services | 1,116,605        | 1,136,957        | 1,193,940        | 1,242,310        |
| Inspection Services                    | 2,123,761        | 2,263,444        | 2,324,390        | 2,417,040        |
| Loan Services                          | 268,445          | 272,822          | 274,790          | 207,610          |
| Total Expenditures                     | <u>4,088,917</u> | <u>4,294,676</u> | <u>4,398,230</u> | <u>4,316,330</u> |
| * Revenues                             |                  |                  |                  |                  |
| Administration                         | 2,890            | 2,217            | 1,000            | 1,000            |
| Engineering, Zoning & Counter Services | 4,834,057        | 3,433,895        | 3,999,000        | 3,000,000        |
| Loan Services                          | 157,902          | 143,994          | 148,500          | 154,500          |
| Total Revenues                         | <u>4,994,849</u> | <u>3,580,106</u> | <u>4,148,500</u> | <u>3,155,500</u> |
| Net Operations                         | <u>(905,932)</u> | <u>714,570</u>   | <u>249,730</u>   | <u>1,160,830</u> |

## TRAFFIC DEPARTMENT

The **TRAFFIC DEPARTMENT** of The City of Hamilton consists of an Administrative Section, Operations Section, Planning Section, and Community Traffic Services Section.

### ADMINISTRATION SECTION

- \* Provides the stenographic, clerical, payroll, accounts payable and accounting functions for the Department.
- \* Receives and answers inquiries from the public, other Departments and elected officials.

- \* Issues 1,900 on-street parking permits annually, in accordance with City By-Laws.

### OPERATIONS SECTION

A full-time staff of over 60, growing seasonally to over 80, is employed. Their duties include:

- \* Traffic Signals - install, maintain and operate over 320 traffic signals on all roads in the City and Region.
- \* Traffic Signs - manufacture and install over 17,000 new traffic signs annually, and maintain existing existing traffic signs on all roads within the City, and on Regional roads outside the City. Signs are also manufactured for supply to other departments and agencies.
- \* Pavement Markings - install and maintain in the City, and on Regional roads outside outside Hamilton, over 1,500 kilometres of lane dividing and centre lines and over

330 kilometers of crosswalk lines.

- \* Parking Meters - install and maintain over 3,000 meters under contract to the Hamilton Parking Authority.
- \* Design and Drafting Services - provide for City and Regional sign, signal, pavement marking and parking meter installations in co-operation with the Regional Engineering Department.
- \* Engineering Services - review "functional" and "geometric" design proposals for the Regional Engineering Department.

### PLANNING SECTION

- \* Review and technical transportation analysis of applications related to land development or use such as zoning, land division, site plans and neighbourhood design.
- \* Review and analysis of City and Regional policies with respect to transportation issues such as Official Plans and modifications to the Zoning By-Law.
- \* Processing and analysis of approximately 8,000 motor vehicle collision reports annually for the Hamilton-Wentworth Region. Record information is committed to a computerized storage/retrieval system. An annual report summarizing collision statistics and trends is produced.

- \* Review and recommend approval or denial of all boulevard parking applications - approximately 500 applications annually.
- \* Review and issue driveway approach approvals authorizing access from private property to the public highways for all major developments.
- \* Provide traffic expertise to all City and/or Regional transportation studies.
- \* Conduct traffic studies such as traffic counts, delay studies, through traffic studies, speed studies and others to provide information for the needs of all City and Regional Departments respecting traffic movement.



## TRAFFIC DEPARTMENT

### COMMUNITY TRAFFIC SERVICES SECTION

#### \* School Crossing Guards (Staff of approximately 200)

- Provide school crossing services for the Area Municipalities of Hamilton, Stoney Creek, Dundas, Ancaster and Flamborough.
- Technical studies are conducted to determine whether or not school crossing guards are required at specific locations for five Area Municipalities within the Region.

#### \* Legislative Section (Staff of 3)

- Investigate and prepare approximately 400 reports each year for the City's Transport and Environment Committee and the Region's Engineering Services Committee respecting changes to various Traffic By-Law regulations and traffic control devices.
- Administer the time limit exemption and "permit parking" programs for local residential streets within the City, including the issuance of approximately 1,900 permits each year.
- Conduct telephone and written surveys of residents respecting the implementation of "Permit Parking" and "Time Limit Parking" regulations on local residential streets in Hamilton.

#### \* Parking Control (Staff of 42)

- Provide enforcement of all on- and off-street parking regulations in the City
- Recommend and approve signing of private properties for parking enforcement purposes.
- Prosecute parking violations in Court for five Area Municipalities and the Region.
- Administer the City and Regional Traffic By-Laws including the preparation in Bill form of over 50 By-Law amendments each year.
- Attend public meetings to provide information and answer inquiries respecting various traffic and parking issues.
- Investigate and take appropriate enforcement action respecting visibility obstructions at intersections.

# 1991 COMPARATIVE STATEMENT OF ESTIMATES

## TRAFFIC

| DESCRIPTION                | 1989<br>ACTUAL   | 1990<br>ACTUAL   | 1990<br>ESTIMATE | 1991<br>ESTIMATE |
|----------------------------|------------------|------------------|------------------|------------------|
| <b>Traffic</b>             |                  |                  |                  |                  |
| <b>* Expenditures</b>      |                  |                  |                  |                  |
| Administration             | 585,722          | 635,730          | 629,700          | 668,210          |
| Design & Engineering       | 254,600          | 145,125          | 142,500          | 145,050          |
| Traffic By-law Enforcement | 1,187,978        | 1,483,779        | 1,524,400        | 1,584,720        |
| Neighbourhood Watch        | 0                | 5,922            | 8,000            | 8,000            |
| School Crossing Guards     | 1,196,465        | 952,333          | 990,440          | 991,420          |
| Outside Activities         | 1,226,762        | 1,377,249        | 1,434,990        | 1,549,060        |
| Work Done For Others       | (37,628)         | (17,676)         | (13,830)         | (19,820)         |
| <b>Total Expenditures</b>  | <b>4,413,899</b> | <b>4,582,462</b> | <b>4,716,200</b> | <b>4,926,640</b> |
| <b>* Revenues</b>          |                  |                  |                  |                  |
| Administration             | 302,378          | 205,346          | 196,740          | 221,560          |
| Traffic By-law Enforcement | 2,149,801        | 2,026,178        | 2,313,780        | 2,574,830        |
| Front Yard Parking         | 28,750           | 29,360           | 29,000           | 30,000           |
| On-Street Parking          | 19,143           | 26,015           | 15,000           | 22,230           |
| Boulevard Parking          | 30,741           | 31,829           | 31,380           | 31,900           |
| Approach Approvals         | 0                | 465              | 1,880            | 940              |
| Private Parking Lots       | 3,360            | 4,278            | 3,310            | 4,480            |
| <b>Total Revenues</b>      | <b>2,534,173</b> | <b>2,323,471</b> | <b>2,591,090</b> | <b>2,885,940</b> |
| <b>Net Operations</b>      | <b>1,879,726</b> | <b>2,258,991</b> | <b>2,125,110</b> | <b>2,040,700</b> |



## PUBLIC WORKS DEPARTMENT

The Public Works Department is the largest of the City Departments, has a permanent staff complement of over 600 employees, and an annual operating budget in excess of \$45,000,000 (gross). There are five major service divisions within the Department: Administration, Cemeteries, Fleet Services, Parks and Streets & Sanitation.

Responsibilities by Section within the Divisions are as follows:

Administration - Accounting, Payroll, Clerical and Admin. Assistants; handle estimated 50,000 telephone inquiries, complaints and requests annually; process purchase orders and requisitions; process time sheets for over 500 employees daily; as well as provide clerical and administrative support daily for most of the senior management staff of the Department

- Driver Training and Safety - for safe operation of vehicles and equipment

- Claims - investigation of claims filed against the City

- Labour Relations and Project Co-ordination

Cemeteries - Administration, Operations, Care and Maintenance of 14 Cemeteries

Fleet Services - Acquisition and maintenance of the truck fleet and equipment utilized by three City Departments - this amounts to approximately 1,218 vehicles and major pieces of equipment.

### Parks

\* Development - design and supervision of construction of all new parks and the Waterfront (harbour front) parkland

\* Maintenance - daily care and maintenance of approximately 160 City Parks including 660 hectares of land, 155 community baseball diamonds and 30 community soccer/football fields

\* Forestry - care, maintenance and trimming of over 70,000 trees

## PUBLIC WORKS DEPARTMENT

### Parks

- \* Beautification - operation of the Greenhouses at Gage Park, The MUM Show, floral planting in City parks and around City buildings
- \* Turf - maintenance of the Golf Courses - Chedoke (2 -18 hole courses) and King's Forest (18-holes) and 4 lawn bowling clubs
- \* Facilities - maintenance and operation of the various Stadia and Major Sports Facilities including Ivor Wynne, Brian Timmis, Bernie Arbour, Victoria Park, Sackville Hill Park Stadia as well as Mohawk Sports Park and Globe Sports Park.

### Streets & Sanitation

- \* Streets
  - year-round maintenance, repair, cleaning and snow clearing of over 1600 kms. of City streets and 1800 kms. of sidewalks
  - cleaning of 20,000 catch basins
  - noxious weed control
- \* Sanitation
  - domestic garbage collection for each household once per week
  - domestic bulk garbage collection in conjunction with daily garbage collection
  - "apartment" bulk collection contracts
- \* Community Renewal
  - revitalization of parks, sidewalks, lighting, landscaping and street scaping in older areas and business districts in the City



# 1991 COMPARATIVE STATEMENT OF ESTIMATES

## PUBLIC WORKS - PARKS & CEMETERIES

| DESCRIPTION                                     | 1989<br>ACTUAL | 1990<br>ACTUAL | 1990<br>ESTIMATE | 1991<br>ESTIMATE |
|-------------------------------------------------|----------------|----------------|------------------|------------------|
| <u>Public Works - Parks &amp; Cemeteries</u>    |                |                |                  |                  |
| * Expenditures - Parks                          |                |                |                  |                  |
| Administration                                  | 374,634        | 503,624        | 588,340          | 664,430          |
| Park Maintenance                                | 4,333,729      | 4,464,130      | 4,445,950        | 4,613,570        |
| Lawnbowling And Golf Course                     | 1,413,062      | 1,433,791      | 1,466,990        | 1,528,810        |
| Horticultural                                   | 1,392,606      | 1,380,567      | 1,470,100        | 1,522,120        |
| Development                                     | 113,739        | 131,920        | 115,680          | 125,800          |
| Winter Operations                               | 896,423        | 774,023        | 751,730          | 650,510          |
| Special Projects Repair                         | 61,075         | 54,596         | 56,230           | 36,230           |
| Waterfront Development                          | 68,671         | 77,325         | 78,870           | 80,820           |
| Community Renewal                               | 236,682        | 245,831        | 251,370          | 203,050          |
|                                                 | 8,890,621      | 9,065,807      | 9,225,260        | 9,425,340        |
| <u>Cemeteries</u>                               |                |                |                  |                  |
| Administration/Operations                       | 1,260,557      | 1,385,501      | 1,385,900        | 1,406,430        |
| Burials, Removals, Dressing Graves, Care        | 393,136        | 405,877        | 428,260          | 445,390          |
| Building Foundations and Setting Markers        | 37,340         | 28,557         | 43,830           | 45,580           |
| Maintenance                                     | 856,534        | 849,964        | 875,110          | 897,410          |
|                                                 | 2,547,567      | 2,669,899      | 2,733,100        | 2,794,810        |
| Total Expenditures                              | 11,438,188     | 11,735,706     | 11,958,360       | 12,220,150       |
| * Revenues - Cemeteries                         |                |                |                  |                  |
| Administration                                  | 9,594          | 11,883         | 11,170           | 10,860           |
| Burials, Removals, Foundations, Setting Markers | 525,201        | 574,787        | 612,380          | 647,810          |
| Sale of Land                                    | 232,860        | 281,703        | 249,020          | 260,470          |
| Perpetual Care/Pre Need Assurance Fund          | 248,332        | 368,946        | 270,000          | 280,000          |
| Total Revenues                                  | 1,015,987      | 1,237,319      | 1,142,570        | 1,199,140        |
| Net Operations                                  | 10,422,201     | 10,498,387     | 10,815,790       | 11,021,010       |

# 1991 COMPARATIVE STATEMENT OF ESTIMATES

## PUBLIC WORKS - STREETS & SANITATION AND FLEET SERVICES

| DESCRIPTION                                                       | 1989<br>ACTUAL    | 1990<br>ACTUAL    | 1990<br>ESTIMATE  | 1991<br>ESTIMATE  |
|-------------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|
| <u>Public Works - Streets &amp; Sanitation and Fleet Services</u> |                   |                   |                   |                   |
| <u>* Expenditures - Streets &amp; Sanitation</u>                  |                   |                   |                   |                   |
| Administration                                                    | 350,428           | 1,248,471         | 1,144,980         | 1,193,630         |
| District Yard Maintenance                                         | 1,009,771         | 894,810           | 863,000           | 898,680           |
| Emergency Measures/Truck Rodeo                                    | 24,120            | 30,045            | 34,000            | 0                 |
| Garbage Collection                                                | 4,660,979         | 4,973,299         | 4,971,590         | 5,176,200         |
| Roadway & Sidewalk Maintenance                                    | 4,471,754         | 4,803,830         | 4,861,310         | 5,114,750         |
| Winter Maintenance                                                | 2,956,922         | 3,062,706         | 2,362,270         | 2,474,880         |
| Arborist                                                          | 1,449,367         | 1,720,462         | 1,683,630         | 1,741,650         |
| Maintenance - Various                                             | 150,768           | 208,114           | 228,880           | 237,150           |
| Special Projects                                                  | 444,288           | (13,439)          | 303,980           | 232,580           |
|                                                                   | <u>15,518,397</u> | <u>16,928,298</u> | <u>16,453,640</u> | <u>17,069,520</u> |
| <u>Fleet Services</u>                                             |                   |                   |                   |                   |
| Administration                                                    | 387,832           | 436,704           | 468,690           | 527,170           |
| Shop Expenditures                                                 | 2,282,842         | 2,587,799         | 2,434,590         | 2,572,270         |
| Shop Revenues                                                     | (2,418,293)       | (2,472,593)       | (2,906,900)       | (3,099,440)       |
| Vehicle Operations                                                | 117,985           | (266,711)         | 0                 | 0                 |
|                                                                   | <u>370,366</u>    | <u>285,199</u>    | <u>(3,620)</u>    | <u>0</u>          |
| Total Expenditures                                                | <u>15,888,763</u> | <u>17,213,497</u> | <u>16,450,020</u> | <u>17,069,520</u> |
| <u>* Revenues</u>                                                 |                   |                   |                   |                   |
| Administration - Fleet Services                                   | 36,548            | 36,497            | 34,810            | 34,810            |
| Administration - Streets & Sanitation                             | 371,636           | 400,491           | 306,940           | 325,630           |
| Roadway Tree Trimming                                             | 96,566            | 132,865           | 103,750           | 140,440           |
| Litter By-law Enforcement                                         | 0                 | 0                 | 49,060            | 0                 |
| Total Revenues                                                    | <u>504,750</u>    | <u>569,853</u>    | <u>494,560</u>    | <u>500,880</u>    |
| Net Operations                                                    | <u>15,384,013</u> | <u>16,643,644</u> | <u>15,955,460</u> | <u>16,568,640</u> |



## LOCAL ROADS - BY REGION

The Engineering Department of The Regional Municipality of Hamilton-Wentworth administers LOCAL ROADS AND ENGINEERING SERVICES for the City of Hamilton.

The projects and programs performed by the Department include:

- \* Development Control
  - processing severance applications, draft plans, fee schedules, drainage complaints, site plans, zoning applications, grading plans, neighbourhood plans, Committee of Adjustment applications, NEC applications, Engineering Drawings of Subdivisions
- \* Encroachments
- \* Bridge Maintenance
  - routine bridge rehabilitation and maintenance
- \* Railway Crossings and Safety (cost sharing arrangements specifically outlined by the National Transportation Agency of Canada)
  - Signal maintenance - hardware maintenance at crossings with automatic protection
  - Infrastructure maintenance - pavement maintenance at asphalt/rubber railway crossings
- \* Legal Surveys and Services
  - legal surveys requested by City Departments, providing topographical and property information to clients
- \* Electrical Services
  - electrical services related to decorative street lighting, central heating, air conditioning and telephone service

|                    | 1989             | 1990             | 1990             | 1991             |
|--------------------|------------------|------------------|------------------|------------------|
|                    | ACTUAL           | ACTUAL           | ESTIMATE         | ESTIMATE         |
| TOTAL EXPENDITURES | <u>3,919,439</u> | <u>3,366,547</u> | <u>3,788,690</u> | <u>3,729,040</u> |

## CULTURE AND RECREATION DEPARTMENT

### MISSION STATEMENT

"The Department of Culture and Recreation will contribute to the quality of life in the City of Hamilton by providing enhanced cultural and recreational opportunities for our citizens and visitors and our staff will provide responsive programs and services."

### OUR GOALS

1. To support and develop voluntarism.
2. To program and operate our facilities professionally.
3. To optimize community resources.
4. To communicate and educate.
5. To forecast and evaluate on program needs.

- \* In general terms, the Departments' operation budget is \$10 million with revenues of \$3.5 million.
- \* The Department employs 500 FTE's (Full Time Equivalents) which includes 300 seasonal/part-time.
- \* Culture and Recreation programs serve 60,000 members and attendances over a million.
- \* The Department works with 200 sport and cultural groups and 180 facility user groups.
- \* The Facilities include:
  - 12 Recreation Centres and Pools
  - 2 Community Centres
  - 8 Community Arenas & Skating Centres
  - 5 Museums
  - 3 Senior Citizen Centres
  - 2 Golf Courses
  - 7 Outdoor Pools
  - 72 Playgrounds & Wading/Spray Pools
  - 4 Day Camps

#### Along with Co-ordinating:

- Tennis Courts, Bocce Courts, Lawnbowling Areas

- \* The Department supports the many special events and provides assistance with many festivals in staging their programs; the Department includes many self operated special events and activities.
- \* Culture and Recreation is not only concerned with programming but community wellness and providing support for greater leisure opportunities and a healthier Hamilton.



# 1991 COMPARATIVE STATEMENT OF ESTIMATES

## RECREATION AND CULTURE

| DESCRIPTION                                | 1989<br>ACTUAL | 1990<br>ACTUAL | 1990<br>ESTIMATE | 1991<br>ESTIMATE |
|--------------------------------------------|----------------|----------------|------------------|------------------|
| <u>Recreation and Culture</u>              |                |                |                  |                  |
| * Expenditures                             |                |                |                  |                  |
| Administration/Senior Citizen's Centres    | 1,552,026      | 1,889,946      | 1,784,990        | 2,197,310        |
| Programmed Events                          | 193,503        | 206,716        | 219,570          | 250,880          |
| Playgrounds/Community Services/Rosedale    | 635,950        | 698,399        | 801,570          | 773,630          |
| Arenas and Pools                           | 1,943,252      | 1,953,188      | 2,053,830        | 2,284,570        |
| District Centres                           | 3,329,226      | 3,679,247      | 3,733,320        | 3,993,080        |
| Chedoke Golf Club/Winter Sports Park       | 152,384        | 140,830        | 140,280          | 167,730          |
| King's Forest Golf Club/Winter Sports Park | 100,568        | 89,649         | 97,270           | 91,210           |
| Canusa Games/Swimming Program Beach Area   | 40,000         | 60,052         | 55,160           | 87,690           |
| East Kiwanis Boy's & Girl's Club           | 226,782        | 240,453        | 236,660          | 246,130          |
| Museums                                    | 1,230,657      | 1,323,477      | 1,385,620        | 1,466,030        |
| Total Expenditures                         | 9,404,348      | 10,281,957     | 10,508,270       | 11,558,260       |
| * Revenues                                 |                |                |                  |                  |
| Administration/Senior Citizen's Centres    | 32,801         | 34,999         | 37,180           | 41,810           |
| Arenas and Pools                           | 654,275        | 647,013        | 540,970          | 699,340          |
| District Centres                           | 1,081,541      | 1,184,351      | 1,015,550        | 1,071,020        |
| Chedoke Golf Club/Winter Sports Park       | 847,612        | 887,203        | 867,320          | 927,480          |
| King's Forest Golf Club/Winter Sports Park | 455,141        | 520,423        | 473,600          | 575,600          |
| Ivor Wynne/Brian Timmis Stadiums           | 153,957        | 161,709        | 135,370          | 143,160          |
| Canusa Games                               | 40,873         | 42,454         | 43,000           | 45,150           |
| Tennis/Lawnbowling/Rental Community Centre | 16,385         | 41,040         | 26,760           | 39,990           |
| Major Park Facilities                      | 71,505         | 96,377         | 71,930           | 98,450           |
| Museums                                    | 255,840        | 226,796        | 260,260          | 286,400          |
| Total Revenues                             | 3,609,930      | 3,842,365      | 3,471,940        | 3,928,400        |
| Net Operations                             | 5,794,418      | 6,439,592      | 7,036,330        | 7,629,860        |

## THE HAMILTON & SCOURGE PROJECT

Hamilton and Scourge are two armed merchant vessels from the War of 1812 which capsized in a squall on August 8, 1813. Discovered in 90 metres of water off Port Dalhousie, Ontario, their identities were confirmed in 1975 as was their nearly perfect state of preservation. It was then understood that Hamilton and Scourge are the most perfectly preserved wrecks of historical significance in the world.

Title was transferred in 1980 from the US Navy to the City of Hamilton. The City's intention is to raise and exhibit the vessels in a world-class museum: an international tourist attraction. Also in 1980, Jacques Cousteau viewed Hamilton, and both vessels were part of a National Geographic Society/Hamilton-Scourge Project survey in 1982.

Dives on the vessels were conducted during April and May 1990 as part of the Jason Project 1990, a science-education endeavour. Data was beamed off a satellite and brought down in 14 museums across North America. 250,000 schoolchildren participated using a curriculum published by the National Science Teachers Association, drawing heavily on material and input from Hamilton-Scourge Project Staff.

The City of Hamilton in conjunction with the Provincial and Federal governments must now decide if, when, how, to raise and exhibit the Hamilton and Scourge.

|                    | 1989           | 1990           | 1990           | 1991           |
|--------------------|----------------|----------------|----------------|----------------|
|                    | ACTUAL         | ACTUAL         | ESTIMATE       | ESTIMATE       |
| TOTAL EXPENDITURES | <u>122,431</u> | <u>132,566</u> | <u>159,560</u> | <u>156,030</u> |



## THE HAMILTON PUBLIC LIBRARY SYSTEM

The HAMILTON PUBLIC LIBRARY BOARD is duly constituted as a corporation under the Public Library Act of Ontario, with the responsibility for the management and control of the Hamilton Public Library system. The Board is composed of eleven members appointed by the City of Hamilton. Two members are recommended by the Board of Education for the City of Hamilton, one member is recommended by the Hamilton-Wentworth Roman Catholic Separate School Board and two members are Aldermen for the City of Hamilton. The remaining 6 members are citizens appointed by the City. The Head Office is located at 55 York Boulevard, Box 2700, Station A, Hamilton, Ontario, L8N 4E4.

The Library serves a population of 308,000 people. As well, The Central Library acts as the major resource library for the Hamilton-Wentworth Region which has a population of approximately 434,000.

In addition to the Central Library, the Board operates 9 Branch Libraries, two Bookmobiles and a Visiting Library Service. In 1990, some 3,000,000 items were circulated, 525,000 information questions processed and programmes attracting an audience of 53,000 conducted. There are presently some 294,000 registered patrons. As of April, 1991, the Library employed 218 full-time and 35 part-time employees.

There are 7 major divisions within the Library and their functions are as follows:

### Public Service Division

- \* Responsible for the circulation of materials, responding to information queries, developing and maintaining collections and providing programmes, tours and outreach services

### Technical Support Services

- \* Acquires and processes materials, creates and maintains the bibliographic data base and retrieves overdue items

### Library Automated Systems Development

- \* Participates in developing policies and strategies for automation and assists in its implementation

### Planning Department

- \* Responsible for the development and delivery of planning and performance measures

### Business Office

- \* Responsible for property management and the administration of the financial affairs of the Library

### Personnel Department

- \* Deals with all functions related to labour relations, Wage/salary and benefits administration, recruitment and the administration of personnel policies and procedures

### Public Relations Department

- \* Promote the purpose of the Library and to enhance its image

The activities of the Library are best summarized by the mission statement which reads as follows: "The Hamilton Public Library serves citizens as individuals and as members of groups by responding to their needs for information, education, culture, recreation and leisure. The Hamilton Public Library acquires and organizes material in many different formats, promotes their use, provides skilled assistance in using these materials and makes them readily available to all sections of the community. Such availability includes: ease of access, both physical and intellectual without discrimination because of age, language, educational level or disability and without monetary charge."

# 1991 COMPARATIVE STATEMENT OF ESTIMATES

## HAMILTON PUBLIC LIBRARY

| DESCRIPTION                              | 1989<br>ACTUAL    | 1990<br>ACTUAL    | 1990<br>ESTIMATE  | 1991<br>ESTIMATE  |
|------------------------------------------|-------------------|-------------------|-------------------|-------------------|
| <u>HAMILTON PUBLIC LIBRARY</u>           |                   |                   |                   |                   |
| * Expenditures                           |                   |                   |                   |                   |
| Central Library                          | 9,478,273         | 10,065,051        | 9,987,170         | 10,166,450        |
| Branch Libraries                         | 2,709,147         | 3,240,319         | 3,293,480         | 3,627,560         |
| Library Services                         | 52,937            | 43,312            | 48,600            | 48,600            |
| Total Expenditures                       | <u>12,240,357</u> | <u>13,348,682</u> | <u>13,329,250</u> | <u>13,842,610</u> |
| * Revenues                               |                   |                   |                   |                   |
| Central Library - Municipal Contribution | 10,756,232        | 11,764,999        | 11,934,710        | 12,317,960        |
| Central Library - Other                  | 1,376,130         | 1,489,072         | 1,305,440         | 1,435,550         |
| Branch Libraries                         | 8,058             | 0                 | 0                 | 0                 |
| Library Services                         | 99,937            | 94,611            | 89,100            | 89,100            |
| Total Revenues                           | <u>12,240,357</u> | <u>13,348,682</u> | <u>13,329,250</u> | <u>13,842,610</u> |
| Net Operations                           | <u>0</u>          | <u>0</u>          | <u>0</u>          | <u>0</u>          |



## HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

The Hamilton Entertainment and Convention Facilities Inc. (HECFI) was incorporated by a special act of the Province of Ontario on December 18, 1985, to maintain, operate, manage, market, and promote the Hamilton Place Theatre, the Hamilton Convention Centre, and the Victor K. Copps Trade Centre Arena, as social, cultural, educational and recreational facilities for the benefit of the City and the people of the City of Hamilton.

Included in HECFI's Mission Statement are the following more detailed objectives:

- \* to maximize the use of the three facilities, while providing balanced and diversified programming for patrons in the greater Hamilton and surrounding areas;
- \* via effective and efficient management to constantly work towards reducing the subsidization by The Corporation of The City of Hamilton for the three facilities;
- \* to use the three facilities as the catalyst to attract people from outside the region, and as a consequence positively impact the economic health of the area through the increased use of hotels, restaurants, retail shops, etc.

All of the foregoing are to be achieved while pursuing excellence of management and service.

In 1990 HECFI achieved the following milestones:

|                                 | <u>Number of<br/>Event Days</u> | <u>Number of<br/>Events/Performances</u> | <u>Attendance</u> |
|---------------------------------|---------------------------------|------------------------------------------|-------------------|
| Hamilton Convention Centre      | 337                             | 741                                      | 241,105           |
| Hamilton Place (Great Hall)     | 193                             | 182                                      | 245,601           |
| Hamilton Place (Studio Theatre) | 227                             | 216                                      | 52,637            |
| Copps Coliseum                  | <u>132</u>                      | <u>105</u>                               | <u>549,723</u>    |
| Totals                          | <u>889</u>                      | <u>1,244</u>                             | <u>1,089,066</u>  |

**1991 COMPARATIVE STATEMENT OF ESTIMATES**  
**HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC**

| DESCRIPTION                                                    | 1989<br>ACTUAL   | 1990<br>ACTUAL    | 1990<br>ESTIMATE  | 1991<br>ESTIMATE  |
|----------------------------------------------------------------|------------------|-------------------|-------------------|-------------------|
| <u><b>Hamilton Entertainment And Convention Facilities</b></u> |                  |                   |                   |                   |
| <b>* Expenditures</b>                                          |                  |                   |                   |                   |
| Corporate                                                      | 2,277,285        | 2,648,655         | 2,880,590         | 2,948,500         |
| Hamilton Convention Centre                                     | 3,256,040        | 3,247,634         | 3,481,270         | 3,408,370         |
| Hamilton Place Theatre                                         | 2,394,476        | 2,184,977         | 2,293,220         | 2,137,860         |
| Copps Coliseum                                                 | 1,727,767        | 1,933,372         | 1,906,450         | 2,107,890         |
| Total Expenditures                                             | <u>9,655,568</u> | <u>10,014,638</u> | <u>10,561,530</u> | <u>10,602,620</u> |
| <b>* Revenues</b>                                              |                  |                   |                   |                   |
| Corporate - Municipal Contribution                             | 2,406,233        | 2,562,579         | 2,602,180         | 2,602,180         |
| Corporate - Other                                              | 620,351          | 639,939           | 548,060           | 549,620           |
| Hamilton Convention Centre                                     | 3,754,033        | 3,938,164         | 3,850,000         | 3,681,000         |
| Hamilton Place Theatre                                         | 1,416,466        | 1,210,409         | 1,618,910         | 1,651,290         |
| Copps Coliseum                                                 | 1,458,485        | 1,663,547         | 1,942,380         | 2,118,530         |
| Total Revenues                                                 | <u>9,655,568</u> | <u>10,014,638</u> | <u>10,561,530</u> | <u>10,602,620</u> |
| Net Operations                                                 | <u>0</u>         | <u>0</u>          | <u>0</u>          | <u>0</u>          |



## THE PARKING AUTHORITY OF THE CITY OF HAMILTON

The HAMILTON PARKING AUTHORITY was created through civic by-law and is charged with the responsibility of establishing and operating off-street and on-street parking in support of the commercial areas throughout the city.

The Board of Authority has objectives which are in support of the established business areas throughout Hamilton. In particular the Authority is very sensitive to the pressures placed on downtown merchants by the demands of the shopper and business person visiting the core of the City. The Authority attempts to meet these demands and others through the use of modern parking equipment, the provision of clean and safe facilities which are conveniently located, and by employing a very pleasant staff throughout all of its operations.

### Some Relevant Statistics:

Number of Carparks: 62

Number of Spaces (off-street): 4,700

Number of Spaces (on-street): 1,700

Annual Budget: \$5,300,000

Number of Employees: 57

Number of square feet required on a carpark per vehicle: 300

Cost to develop a parking space: \$2,000

# 1991 COMPARATIVE STATEMENT OF ESTIMATES

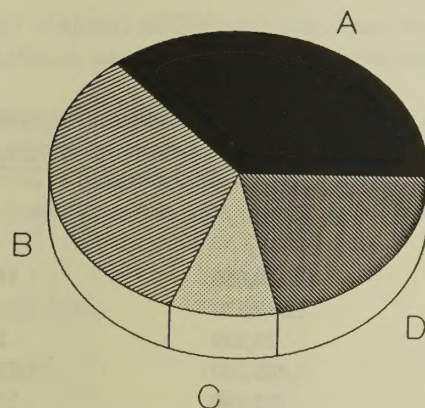
## PARKING AUTHORITY

| DESCRIPTION                          | 1989<br>ACTUAL   | 1990<br>ACTUAL   | 1990<br>ESTIMATE | 1991<br>ESTIMATE |
|--------------------------------------|------------------|------------------|------------------|------------------|
| <u>Parking Authority</u>             |                  |                  |                  |                  |
| * Expenditures                       |                  |                  |                  |                  |
| Administration                       | 1,814,214        | 1,900,335        | 1,870,350        | 1,848,740        |
| Permanent Facilities                 | 1,547,109        | 1,728,943        | 1,578,130        | 2,152,050        |
| Urban Renewal Lot                    | 12,624           | 16,443           | 23,250           | 21,050           |
| Underground Garage                   | 932,241          | 1,049,271        | 1,405,580        | 1,338,680        |
| On-Street Parking Facilities         | 158,165          | 196,843          | 202,760          | 236,860          |
| Total Expenditures                   | <u>4,464,353</u> | <u>4,891,835</u> | <u>5,080,070</u> | <u>5,597,380</u> |
| * Revenues                           |                  |                  |                  |                  |
| Administration                       | 417,848          | 564,384          | 545,000          | 264,500          |
| Permanent Facilities                 | 2,040,256        | 2,362,323        | 2,402,420        | 2,830,200        |
| Urban Renewal Lot                    | 21,823           | 26,706           | 24,000           | 32,000           |
| Underground Garage                   | 1,679,253        | 1,559,015        | 1,768,940        | 1,615,600        |
| On-Street Parking Facilities         | 586,924          | 774,900          | 585,850          | 933,000          |
| Total Revenues                       | <u>4,746,104</u> | <u>5,287,328</u> | <u>5,326,210</u> | <u>5,675,300</u> |
| Net Operations - Transfer To Reserve | <u>281,751</u>   | <u>395,493</u>   | <u>246,140</u>   | <u>77,920</u>    |



# CITY OF HAMILTON SHARE OF REGIONAL ESTIMATES (000's)

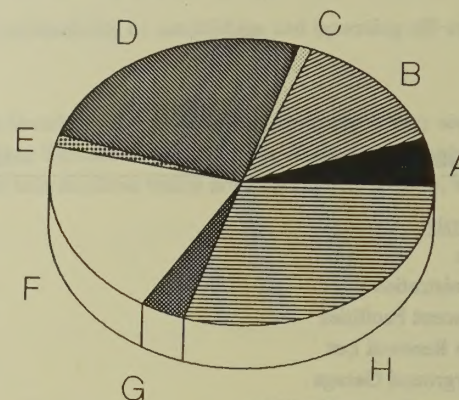
## REVENUES



## SOURCES OF REVENUE

| Key<br>(1) | Particulars<br>(2)        | Amount<br>(3)         | % of Total<br>(4)    |
|------------|---------------------------|-----------------------|----------------------|
| A          | <b>Taxation</b>           |                       |                      |
|            | Levy                      | 107,205               | 28.6%                |
|            | Supplementary Taxes       | 1,211                 | 0.3%                 |
|            | Payments-In-Lieu Of Taxes | 6,942                 | 1.9%                 |
|            | Special Assessments       | 2,410                 | 0.6%                 |
|            |                           | <u>117,768</u>        | <u>31.4%</u>         |
| B          | Provincial Grants         | 123,567               | 33.0%                |
| C          | Water and Sewer Rates     | 34,490                | 9.2%                 |
| D          | Other Revenues            | 98,897                | 26.4%                |
|            |                           | <u><u>374,722</u></u> | <u><u>100.0%</u></u> |

## EXPENDITURES



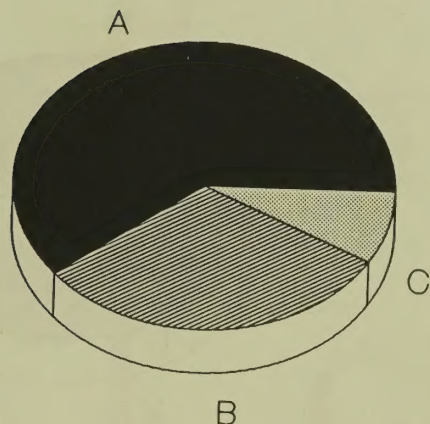
## PURPOSES FOR WHICH EXPENDED

| Key<br>(1) | Particulars<br>(2)               | Amount<br>(3)         | % of Total<br>(4)    |
|------------|----------------------------------|-----------------------|----------------------|
| A          | General Government               | 20,591                | 5.5%                 |
| B          | Protection to Persons & Property | 51,740                | 13.8%                |
| C          | Transportation Services          | 92,290                | 24.6%                |
| D          | Environmental Services           | 75,504                | 20.1%                |
| E          | Health Services                  | 14,141                | 3.8%                 |
| F          | Social and Family Services       | 111,082               | 29.7%                |
| G          | Recreation and Cultural Services | 4,218                 | 1.1%                 |
| H          | Planning and Development         | 5,156                 | 1.4%                 |
|            |                                  | <u><u>374,722</u></u> | <u><u>100.0%</u></u> |

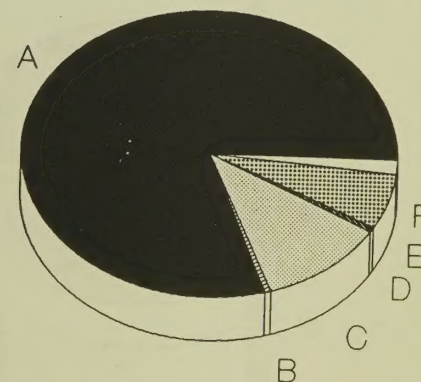
## CITY OF HAMILTON SHARE OF BOARD OF EDUCATION ESTIMATES

(000's)

REVENUES



EXPENDITURES



SOURCES OF REVENUE

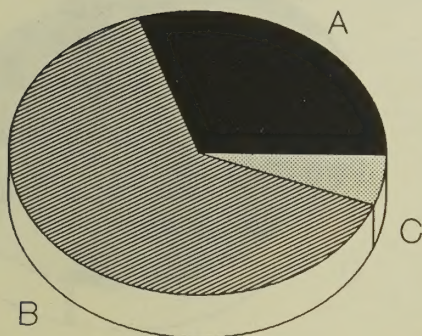
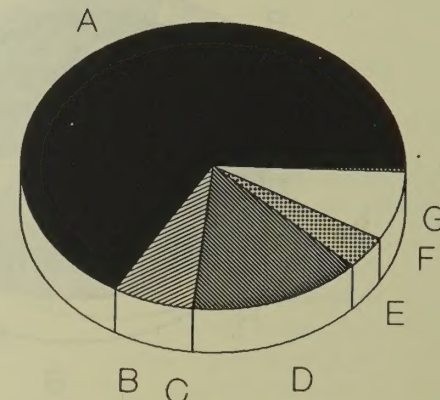
| Key<br>(1) | Particulars<br>(2)        | Amount<br>(3)  | % of Total<br>(4) |
|------------|---------------------------|----------------|-------------------|
| A          | Taxation                  |                |                   |
|            | Levy                      | 154,512        | 58.1%             |
|            | Supplementary Taxes       | 1,898          | 0.7%              |
|            | Payments-In-Lieu Of Taxes | 2,871          | 1.2%              |
|            | Special Assessments       | 3,035          | 1.1%              |
|            |                           | <u>162,316</u> | <u>61.1%</u>      |
| B          | Provincial Grants         | 81,716         | 30.7%             |
| C          | Other Revenues            | 21,848         | 8.2%              |
|            |                           | <u>265,880</u> | <u>100.0%</u>     |

PURPOSES FOR WHICH EXPENDED

| Key<br>(1) | Particulars<br>(2)                                                    | Amount<br>(3)  | % of Total<br>(4) |
|------------|-----------------------------------------------------------------------|----------------|-------------------|
| A          | Salaries, Wages & Employee Benefits                                   | 212,576        | 80.0%             |
| B          | Travel, Personnel Training & Bursaries                                | 1,303          | 0.5%              |
| C          | Books, Energy, Repairs, Supplies and<br>Replacement and New Equipment | 29,493         | 11.1%             |
| D          | Debt Charges                                                          | 1,490          | 0.5%              |
| E          | Rentals, Fees, Contractual Services<br>and Transfers to Other Boards  | 16,842         | 6.3%              |
| F          | Capital from Current/Permanent Improvements                           | 4,176          | 1.6%              |
|            |                                                                       | <u>265,880</u> | <u>100.0%</u>     |



# **CITY OF HAMILTON SHARE OF THE HAMILTON-WENTWORTH ROMAN CATHOLIC SEPARATE SCHOOL BOARD ESTIMATES** (000's)

**REVENUES****EXPENDITURES****SOURCES OF REVENUE**

| Key<br>(1) | Particulars<br>(2)        | Amount<br>(3)  | % of Total<br>(4) |
|------------|---------------------------|----------------|-------------------|
| A          | Taxation                  |                |                   |
|            | Levy                      | 36,788         | 29.3%             |
|            | Supplementary Taxes       | 413            | 0.3%              |
|            | Payments-In-Lieu Of Taxes | 625            | 0.5%              |
|            | Special Assessments       | 297            | 0.2%              |
|            |                           | <u>38,123</u>  | <u>30.3%</u>      |
| B          | Provincial Grants         | 80,423         | 64.0%             |
| C          | Other Revenues            | 7,202          | 5.7%              |
|            |                           | <u>125,748</u> | <u>100.0%</u>     |

**PURPOSES FOR WHICH EXPENDED**

| Key<br>(1) | Particulars<br>(2)                  | Amount<br>(3)  | % of Total<br>(4) |
|------------|-------------------------------------|----------------|-------------------|
| A          | Salaries, Wages & Employee Benefits | 83,863         | 66.7%             |
| B          | Books, Energy, Supplies and Travel  | 8,512          | 6.8%              |
| C          | Capital Expenditures                | 18,274         | 14.5%             |
| D          | Fees and Contractual Services       | 4,737          | 0.0%              |
| E          | Replacements/Leases                 | 49             | 3.8%              |
| F          | Transfers - Other Boards            | 9,817          | 7.8%              |
| G          | Other Expenditures                  | 496            | 0.4%              |
|            |                                     | <u>125,748</u> | <u>100.0%</u>     |

Note: Revenue and Expenditure amounts were determined based on the ratio of the City's portion of the Boards' Taxation Levy to the Boards' Total Taxation Levy.

1991 - 1995

CAPITAL

BUDGET





## REPORT OF THE TREASURER

City Hall, Hamilton, Ontario  
January 29, 1991

His Worship the Mayor and Members of City Council

On behalf of the Finance and Administration Committee, it is with pleasure that I present to you the final Capital Budget for the five year period 1991 to 1995 inclusive, as approved by City Council Tuesday, January 29, 1991. The Committee should be commended for the manner in which it approached the finalization of the thirty-seventh consecutive Capital Budget.

The Committee in recommending this Capital Budget has continued the policy of attempting to control capital expenditures, and also ensure the City has the financial capability to provide the physical, social and cultural facilities necessary for the progress of the City of Hamilton.

They were also guided by the precepts established in the current year by the Management Team, which are:

1. Strategic direction:
  - Image of the City
  - Quality of life
  - Transportation
  - Staff/Council Relations
2. Public/Employee Safety/Liability - Corporate
3. Legislated by Senior Levels of Government



## REPORT OF THE TREASURER - continued

## 4. Needs Analysis/Feasibility Study:

- Demand
- Equity
- Cost/Benefit
- Control Future Costs/Maintenance
- Offsetting Net Revenue

## 5. Economic Development

6. That the "Pay-As-You-Go" philosophy should be encouraged and every effort should be made to restrict capital borrowing wherever possible.
7. That the City continue the self-imposed policy of limiting the percentage of debt charges expressed as a percentage of levy to 11.6%, representing a reduction in the formerly approved parameter of 12.5% and limit to a 5% increase per year in debenture charges.

The Management Team reviewed and ranked all capital projects submitted by civic departments and local boards, along with the Regional Planning and Engineering Departments, for inclusion in the city's 1991-1995 Provisional Capital Budget, applying the above guidelines. This is the first year that the Management Team, as a group mandated by the Finance and Administration Committee, developed a recommended level of service and financing plan to serve the City's best interest while keeping within the City's goals and objectives.

The Committee undertook a review of the projects submitted to them by the various Standing Committees and Local Boards in order to establish the projects on a priority basis as reviewed and ranked by the Management Team. The Committee carefully analyzed all requests for increased costs to projects contained in the 1991-1995 Capital Budget and new projects being submitted for the first time and were successful in reducing this budget, for consideration of City Council. The Committee also carefully reviewed the analysis of several alternative scenarios for capital budget financing, starting with a plan to eliminate debt (no new debt to be issued) which would mean strict limitations on new capital projects to be undertaken, up to a scenario to increase the debt charges by an average of 12.7%, which would finance all of the requested projects on the "wish list", but would mean a major increase in the debt

## REPORT OF THE TREASURER – continued

charges and a corresponding impact on the mill rate.

The Municipal services included in this Capital Budget are shown on the following page analyzed by function and in summary amounts to be financed.

**ANALYSIS BY FUNCTION AND FINANCING SOURCES**  
(Compared with the 1990–1994 Capital Budget Final Statistics)

| Function<br>(1)                    | Net Remaining Expenditures to be Financed |                  |                                 |                  |
|------------------------------------|-------------------------------------------|------------------|---------------------------------|------------------|
|                                    | Amount<br>(000's)                         |                  | Percentage Municipal<br>Portion |                  |
|                                    | 1990–1994<br>(2)                          | 1991–1995<br>(3) | 1990–1994<br>(4)                | 1991–1995<br>(5) |
| <b>MUNICIPAL GENERAL</b>           |                                           |                  |                                 |                  |
| General Government                 | 6,600                                     | 14,257           | 5.1%                            | 10.8%            |
| Protection to Persons and Property | 6,800                                     | 11,450           | 5.3%                            | 8.6%             |
| Transportation Services            | 52,031                                    | 57,179           | 40.5%                           | 43.2%            |
| Environmental Services             | 1,530                                     | 4,033            | 1.2%                            | 3.0%             |
| Recreation and Cultural Services   | 47,411                                    | 33,418           | 36.9%                           | 25.2%            |
| Planning and Development           | 6,882                                     | 3,675            | 5.4%                            | 2.8%             |
| General Contingency                | 7,250                                     | 8,448            | 5.6%                            | 6.4%             |
| <b>Total Municipal General</b>     | <b>128,504</b>                            | <b>132,460</b>   | <b>100.0%</b>                   | <b>100.0%</b>    |



## REPORT OF THE TREASURER - continued

| Function<br>(1)                    | Net Remaining Expenditures to be Financed |                  |                                 |                  |
|------------------------------------|-------------------------------------------|------------------|---------------------------------|------------------|
|                                    | Amount<br>(000's)                         |                  | Percentage Municipal<br>Portion |                  |
|                                    | 1990-1994<br>(2)                          | 1991-1995<br>(3) | 1990-1994<br>(4)                | 1991-1995<br>(5) |
| Self-Sustaining                    |                                           |                  |                                 |                  |
| Transportation Services            |                                           |                  |                                 |                  |
| Local Improvements - Owner's Share | 4,637                                     | 4,389            |                                 |                  |
| Grand Total                        | <u>133,141</u>                            | <u>136,849</u>   |                                 |                  |
| To be financed as follows:         |                                           |                  |                                 |                  |
| 1. Debentures                      | 44,099                                    | 48,617           | 33.1%                           | 35.5%            |
| 2. 6 Mill Capital Levy             | 32,335                                    | 30,609           | 24.3%                           | 22.4%            |
| 3. Reserves                        | 56,707                                    | 57,623           | 42.6%                           | 42.1%            |
| Total as above                     | <u>133,141</u>                            | <u>136,849</u>   | <u>100.0%</u>                   | <u>100.0%</u>    |

Note: In general terms, the 1991-1995 Capital Budget (Municipal General) contains funding for "hard" and "soft" services on approximately a 52%-48% basis respectively.

The statement on the next page, under column (5), provides the debt charges as a percentage of the estimated adjusted municipal levy. You will note that in each year, the percentage is less than the self-imposed limit of 12.5% and is at an average of 11.6% for the five years specified by City Council as a new guideline introduced in 1991 for the 1991-1995 Capital Budget. Please also note that the increase in debt charges in each of the next five years does not exceed 5% over the preceeding year, a new guideline again introduced in 1991 for the 1991- 1995 Capital Budget.

## REPORT OF THE TREASURER - continued

SUMMARY OF DEBT CHARGES AND PERCENTAGES TO LEVY  
AND ITS EFFECT OVER CURRENT BUDGET MILL RATE

(000's)

| Year                                                  | <u>Total City Annual Debt Charges<br/>to be Financed by City Mill Rate</u> |                             | <u>Percentage of Adjusted Municipal<br/>Levy Required for Debt Charges</u> |                             | <u>Percentage Increase of<br/>Debt Charges Over Prior Year</u> |                             |
|-------------------------------------------------------|----------------------------------------------------------------------------|-----------------------------|----------------------------------------------------------------------------|-----------------------------|----------------------------------------------------------------|-----------------------------|
|                                                       | Based On<br>Original<br>Submissions                                        | Approved By<br>City Council | Based On<br>Original<br>Submissions                                        | Approved By<br>City Council | Based On<br>Original<br>Submissions                            | Approved By<br>City Council |
| (1)                                                   | (2)                                                                        | (3)                         | (4)                                                                        | (5)                         | (6)                                                            | (7)                         |
| 1991                                                  | 15,075                                                                     | 15,075                      | 11.6%                                                                      | 11.6%                       | 2.4%                                                           | 2.4%                        |
| 1992                                                  | 16,721                                                                     | 15,829                      | 12.2%                                                                      | 11.6%                       | 10.9%                                                          | 5.0%                        |
| 1993                                                  | 19,417                                                                     | 16,620                      | 13.5%                                                                      | 11.6%                       | 16.1%                                                          | 5.0%                        |
| 1994                                                  | 22,721                                                                     | 17,451                      | 15.1%                                                                      | 11.6%                       | 17.0%                                                          | 5.0%                        |
| 1995                                                  | 24,291                                                                     | 18,324                      | 15.3%                                                                      | 11.5%                       | 6.9%                                                           | 4.7%                        |
|                                                       | <u>98,225</u>                                                              | <u>83,299</u>               |                                                                            |                             |                                                                |                             |
| Average Percentage<br>for the Five Years<br>1991-1995 |                                                                            |                             |                                                                            |                             |                                                                |                             |
|                                                       |                                                                            |                             | <u>13.5%</u>                                                               | <u>11.6%</u>                | <u>12.7%</u>                                                   | <u>4.9%</u>                 |
| 1996                                                  | <u>25,113</u>                                                              | <u>19,060</u>               | <u>15.1%</u>                                                               | <u>11.5%</u>                | <u>3.4%</u>                                                    | <u>4.8%</u>                 |



## REPORT OF THE TREASURER - continued

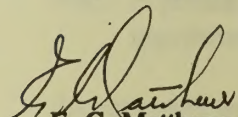
It should be noted that while the Committee is recommending that debt charges do not exceed 11.6% of the adjusted municipal levy on average for the five years, a reduction from the previous year's approval of 12.5%, this Capital Budget contains provisions for new projects, and a contingency allowance of \$448,000 in 1991 and \$2,000,000 in each of the next four years of the Capital Budget. You will note at the same time, however, that annual debt charges will be increasing at 5% or less, a rate lower than the expected inflation rate for this year.

While City Council has been able to reduce the ratio of debt charges to levy to below the City policy parameters (which are well below the Ontario Municipal Board (OMB) requirements), the Corporation still has to be conscious of the total debenture charges as forecasted which amounts to more than \$18 million by the year 1995, an increase of almost 22% over 1991.

The details of the capital projects are outlined following this report.

The Finance and Administration Committee is of the opinion that the projects contained in this Capital Budget are within the financial capabilities of the City and represent a balanced program for the future planning and development of the City and has approved of the recommendations as outlined in Exhibit "A".

Respectfully submitted



E. C. Matthews, B.A., C.A.

Treasurer

Section 41 of the FIRST Report of the Finance and Administration Committee adopted by City Council at its meeting held 1991 January 29, as amended.

- a) That the Capital Projects, attached hereto, representing the parameters as outlined below be approved subject to Item (b) and (c) as follows:
  - (i) debenture charges expressed as a percentage of levy to 11.6%, representing a reduction in the formerly approved parameter of 12.5%, and,
  - (ii) a 5% increase per year in debenture charges.
- b) (i) That the City Treasurer be authorized to reduce the 1991 Capital General Contingency from \$2,000,000 (\$1,500,000 for general plus \$500,000 for G.S.T.) to \$448,000 and finance the additional 1991 Road Reconstruction Program – Local Roads and Sidewalks of \$1,552,000 with the balance remaining in the 1991 Capital Levy and the Reserve for Capital Projects.
- (ii) That the Transport and Environment Committee be requested to revise their policy of approving the supplementary list for the Road Reconstruction Program – Local Roads and Sidewalks such that no supplementary lists for Road reconstruction be approved and any savings from the original contract would be transferred back to General Contingency for the balance of the year.
- c) That the new Capital Project "Double A" Baseball Stadium in the amount of \$11,236,000 not be considered for inclusion in the 1991–1995 Provisional Capital Budget in the Years 1992 and 1993.
- d) That the debt charges shall not exceed an average of 11.6% of the estimated adjusted municipal levy over the five year Capital Budget, and a 5% increase per year in debenture charges.

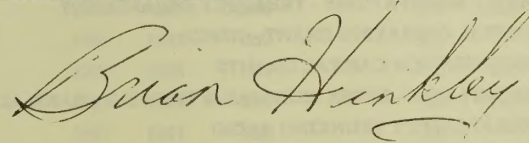


Section 41 of the FIRST Report of the Finance and Administration Committee adopted by City Council at its meeting held 1991 January 29, as amended. (continued)

- e) That the policy established in 1982, whereby any unexpended portion of the municipal contribution to a Local Board be placed in a reserve for capital projects for that Board, should be continued in 1991 and subsequent years to the extent that only adequate reserves are accumulated by Board (as opposed to excessive reserves) and beyond this point such funds may be allocated to other areas requiring Local Board funding including any annual shortfall (amount required in excess of the municipal contribution).
- f) That the employment impact of each project be given consideration.
- g) That the six mill capital levy continue with specific reference to the "Pay-As-You-Go" policy, on the understanding that the expenditure program for the Reconstruction of Roadways, Abutting Sidewalks and other Sidewalks - Local Roads, be given first priority of the annual financing from this source. The balance of this six mill levy will be assigned to finance such other capital projects as directed by City Council.
- h) That where the construction specifications of a capital project go beyond the normal requirements of the City of Hamilton as a result of financial involvement with outside groups such as senior levels of government, institutions, private sector corporations, individuals, or other groups, that such outside contribution be in the firm commitment before City Council is requested to confirm the gross cost of the project and the financial contribution of the City.
- i) That new projects be introduced only in the fifth year of the program, or where Council is able to trade-off an existing project already included in the previous year's five year program.
- j) That this Capital Budget Program be endorsed and approved by City Council for submission to and consideration by the Ontario Municipal Board, through the Regional Council.

Section 41 of the FIRST Report of the Finance and Administration Committee adopted by City Council at its meeting held 1991 January 29, as amended. (continued)

- k) That the Projects starting in the year 1991 be approved for implementation as per the attached list, Exhibit "B", indicating the method of financing. The originating Department Head be requested to proceed with these projects. The City Solicitor be authorized to apply to the Ontario Municipal Board for all the 1991 start date projects requiring debenturing as indicated. The Regional Municipality of Hamilton-Wentworth be requested to consent to the issuance of debenture.



Alderman B. Hinkley

Chairman, Finance and Administration Committee

J. Thompson, Secretary

1991 January 29



## 1991-1995 PROVISIONAL CAPITAL BUDGET PROGRAM

PROJECTS BY DEPARTMENTAL ORDER WITH 1991 START YEAR AS APPROVED BY CITY COUNCIL ON JANUARY 29, 1991  
(000'S)

| PROJ<br>NO. | DEPARTMENT   | PROJECT DESCRIPTION                                       | PROJECT<br>START | PROJECT<br>FINISH | GROSS RECEIPTS<br>COST | GROSS RECEIPTS<br>SUBSIDY | ** NET FINANCING ** |       |       |      |      | NATUR<br>OF<br>FINAN<br>CING |
|-------------|--------------|-----------------------------------------------------------|------------------|-------------------|------------------------|---------------------------|---------------------|-------|-------|------|------|------------------------------|
| (1)         | (2)          | (3)                                                       | (4)              | (5)               | (6)                    | (7)                       | 1991                | 1992  | 1993  | 1994 | 1995 | (13)                         |
| 1.0         | HOUSING      | MUNICIPAL NON-PROFIT (HAMILTON) HOUSING CORPN (NOTE 1)    | 1991             | 1991              | 1,000                  | 1,000                     |                     |       |       |      |      | RPP                          |
| 7.0         | PROPERTY     | MAJOR MAINTENANCE TO CIVIC BUILDINGS                      | 1991             | 1991              | 750                    |                           | 750                 |       |       |      |      | RCP                          |
| 8.0         | PROPERTY     | REPLACEMENT OF POOL FILTRATION SYSTEM CENT MEM REC        | 1991             | 1991              | 200                    |                           | 200                 |       |       |      |      | RCP                          |
| 11.0        | PROPERTY     | CONSTRUCTION COST FOR ACCOMMODATION - CITY HALL           | 1991             | 1991              | 100                    |                           | 100                 |       |       |      |      | RCP                          |
| 14.0        | PROPERTY     | SECURITY IMPROVEMENTS CITY HALL                           | 1991             | 1991              | 100                    |                           | 100                 |       |       |      |      | RCP                          |
| 15.0        | PROPERTY     | LAND ACQUISITION - GENERAL (NOTE 1)                       | 1991             | 1991              | 2,600                  |                           | 2,600               |       |       |      |      | RPP                          |
| 19.0        | PROPERTY     | OFFICE RENOVATIONS - TREASURY DEPARTMENT                  | 1991             | 1992              | 400                    |                           | 200                 | 200   |       |      |      | RCP                          |
| 20.0        | TREASURY     | CAPITAL OPERATING GRANT - HSPCA                           | 1991             | 1991              | 48                     |                           | 48                  |       |       |      |      | RCP                          |
| 22.0        | TREASURY     | PROVISION FOR CAPITAL GRANTS                              | 1991             | 1991              | 100                    |                           | 100                 |       |       |      |      | RCP                          |
| 23.0        | FIRE         | FIRE STATION - UPPER SHERMAN & FENNELL - LAND ACQUISITION | 1991             | 1991              | 800                    |                           | 800                 |       |       |      |      | RPP                          |
| 25.0        | FIRE         | PUBLIC SAFETY TRUNKING RADIO                              | 1991             | 1993              | 2,500                  |                           | 250                 | 1,000 | 1,250 |      |      | DEB                          |
| 26.0        | FIRE         | COMPUTER AIDED DISPATCH                                   | 1991             | 1993              | 1,300                  |                           | 100                 | 600   | 600   |      |      | RCP                          |
| 27.0        | FIRE         | BREATHING APPARATUS CONVERSION                            | 1991             | 1993              | 750                    |                           | 250                 | 250   | 250   |      |      | RCP                          |
| 30.0        | ENGINEERING  | 1991 RECONSTRUCTION PROG - LOCAL ROADS & SIDEWALKS        | 1991             | 1991              | 9,400                  | 3,008                     | 6,392               |       |       |      |      | CL                           |
| 35.0        | ENGINEERING  | 1991 CITY'S SHARE OF SERVICES - UNSUBDIVIDED LAND         | 1991             | 1991              | 1,000                  |                           | 1,000               |       |       |      |      | RSTUL                        |
| 40.0        | ENGINEERING  | 1991 CATCH BASIN AND DRAIN CONNECTION                     | 1991             | 1991              | 160                    |                           | 160                 |       |       |      |      | CL                           |
| 45.0        | ENGINEERING  | 1991 PROGRAM - CITY'S SHARE OF LOCALS- RESIDENTIAL        | 1991             | 1991              | 510                    | 163                       | 347                 |       |       |      |      | CL                           |
| 50.0        | ENGINEERING  | 1991 PROGRAM - CITY'S SHARE OF LOCALS - INDUSTRIAL        | 1991             | 1991              | 210                    |                           | 210                 |       |       |      |      | CL                           |
| 52.0        | ENGINEERING  | STORM MANAGEMENT PROJECTS                                 | 1991             | 1991              | 127                    |                           | 127                 |       |       |      |      | CL                           |
| 53.1        | ENGINEERING  | HYDRO ST LIGHTING CONVERT TO HIGH PRESSURE SODIUM         | 1991             | 1991              | 1,102                  | 402                       | 700                 |       |       |      |      | RCP                          |
| 54.0        | PARKING AUTH | KING WILLIAM/MARY CARPARK DECKING-JOINT PROJECT (NOTE 1)  | 1991             | 1991              | 3,500                  | 3,400                     | 100                 |       |       |      |      | ROSP                         |
| 55.0        | PARKING AUTH | LAND ACQUISITION - GENERAL                                | 1991             | 1991              | 400                    |                           | 400                 |       |       |      |      | ROSP                         |
| 59.5        | PARKING AUTH | DEMOLITION AND SITE PREPARATION                           | 1991             | 1991              | 275                    |                           | 275                 |       |       |      |      | ROSP                         |
| 60.0        | PARKING AUTH | UP GRADING OF EXISTING PARKING FACILITIES                 | 1991             | 1991              | 100                    |                           | 100                 |       |       |      |      | ROSP                         |
| 65.0        | PARKING AUTH | STUDY & DESIGN- EXISTING & FUTURE PARKING PROJECTS        | 1991             | 1991              | 50                     |                           | 50                  |       |       |      |      | ROSP                         |
| 67.0        | PARKING AUTH | UNDERGROUND PARKING DECK - BOARD OF EDUCATION (NOTE 1)    | 1991             | 1991              | 8,800                  | 8,800                     |                     |       |       |      |      | ROSP                         |
| 73.0        | PUBLIC WORKS | FORMER LAX PROPERTY - INDUSTRIAL WASTE CLEAN-UP (NOTE 1)  | 1991             | 1991              | 10,000                 | 10,000                    |                     |       |       |      |      | DEB                          |
| 74.0        | PUBLIC WORKS | NEW EQUIPMENT - ONE SANDER WING PLOW UNIT                 | 1991             | 1991              | 90                     |                           | 90                  |       |       |      |      | RCP                          |
| 77.0        | PUBLIC WORKS | NEW EQUIPMENT - STREET SWEEPERS                           | 1991             | 1991              | 130                    |                           | 130                 |       |       |      |      | RCP                          |
| 83.0        | PUBLIC WORKS | NEW EQUIPMENT -SELF MOUNTED & POWER ROAD DIRECTION        | 1991             | 1991              | 50                     |                           | 50                  |       |       |      |      | RCP                          |



## 1991-1995 PROVISIONAL CAPITAL BUDGET PROGRAM

PROJECTS BY DEPARTMENTAL ORDER WITH 1991 START YEAR AS APPROVED BY CITY COUNCIL ON JANUARY 29, 1991

(000'S)

| PROJ<br>NO. | DEPARTMENT   | PROJECT DESCRIPTION                                  | PROJECT |        | GROSS RECEIPTS |         | ** NET FINANCING ** |       |       |      |      | NATURE<br>OF<br>FINAN- |
|-------------|--------------|------------------------------------------------------|---------|--------|----------------|---------|---------------------|-------|-------|------|------|------------------------|
|             |              |                                                      | START   | FINISH | COST           | SUBSIDY | 1991                | 1992  | 1993  | 1994 | 1995 | CING                   |
| (1)         | (2)          | (3)                                                  | (4)     | (5)    | (6)            | (7)     | (8)                 | (9)   | (10)  | (11) | (12) | (13)                   |
| 84.0        | PUBLIC WORKS | NEW EQUIPMENT - CONCRETE GRINDER                     | 1991    | 1991   | 35             |         | 35                  |       |       |      |      | RCP                    |
| 85.0        | PUBLIC WORKS | CONCRETE RESOURCE RECOVERY PIT - REAR B A COURT YARD | 1991    | 1991   | 300            |         | 300                 |       |       |      |      | RCP                    |
| 90.0        | PUBLIC WORKS | FLEET SERVICES - SHOP EQUIPMENT                      | 1991    | 1991   | 39             |         | 39                  |       |       |      |      | RCP                    |
| 91.5        | PUBLIC WORKS | MAJOR MAINTENANCE - GROUNDS                          | 1991    | 1991   | 50             |         | 50                  |       |       |      |      | RCP                    |
| 96.0        | CUL & REC    | DUNDURN CASTLE RESTORATION                           | 1991    | 1993   | 600            |         | 200                 | 150   | 250   |      |      | RCP                    |
| 97.0        | CUL & REC    | HUNTINGTON PARK RENOVATION/RETROFIT                  | 1991    | 1993   | 3,200          |         | 800                 | 1,100 | 1,300 |      |      | DEB                    |
| 98.0        | CUL & REC    | HAMILTON TENNIS BUILDING REPLACEMENT                 | 1991    | 1991   | 300            |         | 300                 |       |       |      |      | RCP                    |
| 99.0        | CUL & REC    | WHITEHERN RESTORATION                                | 1991    | 1993   | 500            |         | 100                 | 150   | 250   |      |      | RCP                    |
| 104.0       | CUL & REC    | DUNDURN COCKPIT THEATRE RESTORATION                  | 1991    | 1993   | 260            |         | 60                  | 100   | 100   |      |      | RCP                    |
| 108.0       | CUL & REC    | HAMILTON PLAYSTRUCTURE DEVELOPMENT (NOTE 2)          | 1991    | 1991   | 200            |         | 200                 |       |       |      |      | RPL                    |
| 115.0       | PUBLIC WORKS | PRIORITY PARK LAND ACQUISITION (NOTE 1)              | 1991    | 1991   | 1,500          |         | 1,500               |       |       |      |      | RPL                    |
| 117.0       | PUBLIC WORKS | VARIOUS PARKING LOTS - CONSTRUCTION/REPAIRS          | 1991    | 1991   | 114            |         | 114                 |       |       |      |      | RCP                    |
| 120.0       | PUBLIC WORKS | PARK DEVELOPMENT & REDEVELOPMENT BY PRIORITY         | 1991    | 1991   | 1,214          |         | 1,214               |       |       |      |      | RPL                    |
| 122.0       | PUBLIC WORKS | IVOR WYNNE STADIUM RENOVATIONS & REPAIRS             | 1991    | 1991   | 159            |         | 159                 |       |       |      |      | RCP                    |
| 127.0       | PUBLIC WORKS | IVOR WYNNE STADIUM - REPLACE LIGHTING                | 1991    | 1991   | 52             |         | 52                  |       |       |      |      | RCP                    |
| 131.0       | PUBLIC WORKS | VICTORIA PARK - FLOODLIGHTING                        | 1991    | 1991   | 55             |         | 55                  |       |       |      |      | RPL                    |
| 132.0       | PUBLIC WORKS | MOHAWK SPORTS PARK FLOODLIGHTING & BLEACHERS-TRACK   | 1991    | 1991   | 470            |         | 470                 |       |       |      |      | DEB                    |
| 138.0       | PUBLIC WORKS | CHEDOKE GOLF COURSE - REPAIR TO GABION WALL          | 1991    | 1992   | 60             |         | 10                  | 50    |       |      |      | RCP                    |
| 139.0       | PUBLIC WORKS | GAGE PARK - PATHWAY LIGHTING PHASE III               | 1991    | 1991   | 31             |         | 31                  |       |       |      |      | RPL                    |
| 144.5       | PUBLIC WORKS | PIER FOUR PARK - HARBOUR FRONT                       | 1991    | 1991   | 1,000          |         | 1,000               |       |       |      |      | RPL                    |
| 145.0       | HECFI - CORP | AUTOMATED FACILITIES MANAGEMENT SYSTEM               | 1991    | 1991   | 75             |         | 75                  |       |       |      |      | RCP-H                  |
| 148.0       | HECFI - CC   | REVISIONS, REPLACEMENTS FOR BUILDING & EQUIPMENT     | 1991    | 1991   | 75             |         | 75                  |       |       |      |      | RCP-H                  |
| 150.0       | HECFI - CUP  | CITY HALL - FAN PLENUM RETROFIT                      | 1991    | 1991   | 90             |         | 90                  |       |       |      |      | RCP-C                  |
| 151.0       | HECFI - CUP  | HAMILTON CONVENTION CENTRE - LIGHT CONTROL           | 1991    | 1991   | 25             |         | 25                  |       |       |      |      | RCP-C                  |
| 152.0       | HECFI - CUP  | CITY HALL - ADDITIONAL TRANSFORMER                   | 1991    | 1991   | 50             |         | 50                  |       |       |      |      | RCP-C                  |
| 153.0       | HECFI - CUP  | CAPITAL REPLACEMENTS/REVISIONS & NEW EQUIPMENT       | 1991    | 1991   | 70             |         | 70                  |       |       |      |      | RCP-C                  |
| 158.0       | HECFI - HP   | STUDIO THEATRE EQUIPMENT AND CHAIRS                  | 1991    | 1991   | 80             |         | 80                  |       |       |      |      | RCP-H                  |
| 159.0       | HECFI - HP   | GREAT HALL SOUND & LIGHTING EQUIPMENT & CHAIRS       | 1991    | 1991   | 83             |         | 83                  |       |       |      |      | RCP-H                  |
| 160.0       | HECFI - HP   | VARIOUS EQUIPMENT & RENOVATIONS                      | 1991    | 1991   | 65             |         | 65                  |       |       |      |      | RCP-H                  |
| 162.0       | LIBRARY      | OFFICE AUTOMATION - 1991 PHASE                       | 1991    | 1991   | 75             |         | 75                  |       |       |      |      | RCP-L                  |



1991-1995 PROVISIONAL CAPITAL BUDGET PROGRAM  
PROJECTS BY DEPARTMENTAL ORDER WITH 1991 START YEAR AS APPROVED BY CITY COUNCIL ON JANUARY 29, 1991  
(000'S)

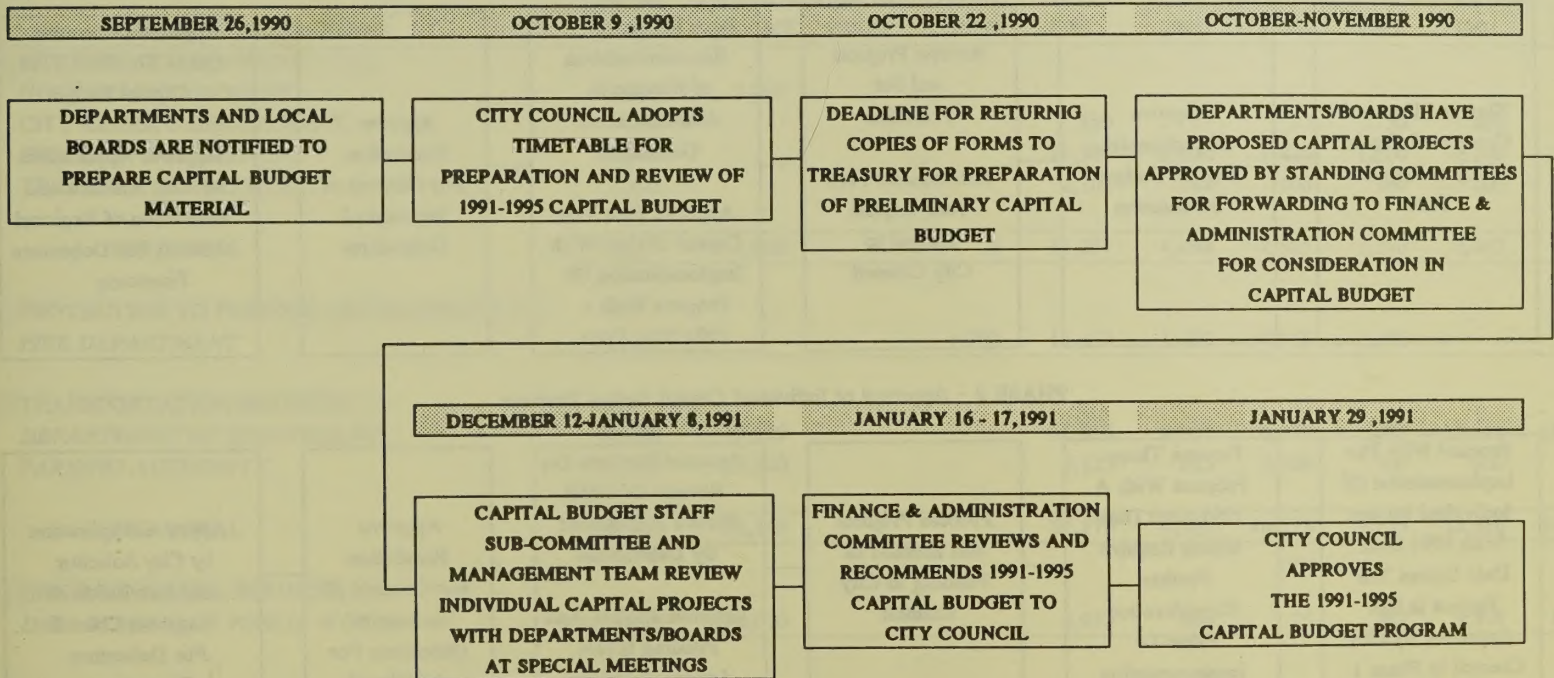
(000'S)

| PROJ NO.                           | DEPARTMENT   | PROJECT DESCRIPTION                                    | PROJECT   |            | GROSS RECEIPTS |             | ** NET FINANCING ** |          |           |           |           | NATUR OF FINAN CING |     |   |
|------------------------------------|--------------|--------------------------------------------------------|-----------|------------|----------------|-------------|---------------------|----------|-----------|-----------|-----------|---------------------|-----|---|
| (1)                                | (2)          | (3)                                                    | START (4) | FINISH (5) | COST (6)       | SUBSIDY (7) | 1991 (8)            | 1992 (9) | 1993 (10) | 1994 (11) | 1995 (12) | (13)                |     |   |
| 164.0                              | LIBRARY      | AUTOMATION & COLLECTION ACCESS: PHASE III              | 1991      | 1991       | 223            |             | 223                 |          |           |           |           | RCP-L               |     |   |
| 174.0                              | HECFI - HCC  | EQUIPMENT AND RENOVATIONS                              | 1991      | 1991       | 10             |             | 10                  |          |           |           |           | RCP-H               |     |   |
| 177.0                              | PUBLIC WORKS | CENTRAL/BEASLEY PRIDE HOUSING INTENSIFICATION (NOTE 1) | 1991      | 1994       | 1,600          | 800         | 100                 | 100      | 200       | 400       |           | DEB                 |     |   |
| 184.0                              | TREASURY     | GENERAL CONTINGENCY                                    | 1991      | 1991       | 448            |             | 448                 |          |           |           |           | RCP                 |     |   |
| SUB-TOTAL PROJECTS WITH 1991 START |              | NET CITY COST 1991-1995:                               |           |            |                |             |                     | 59,660   | 27,573    | 23,787    | 3,700     | 4,200               | 400 | 0 |

NOTE (1) THIS ITEM REQUIRES SEPERATE APPROVAL BY THE STANDING COMMITTEE BEFORE COMMENCEMENT

(2) DEPARTMENT HEAD IS REQUIRED TO PROVIDE PRIORITY LISTING FOR APPROVAL TO THE STANDING COMMITTEE BEFORE COMMENCEMENT

## 1991 CAPITAL BUDGET PROCESS

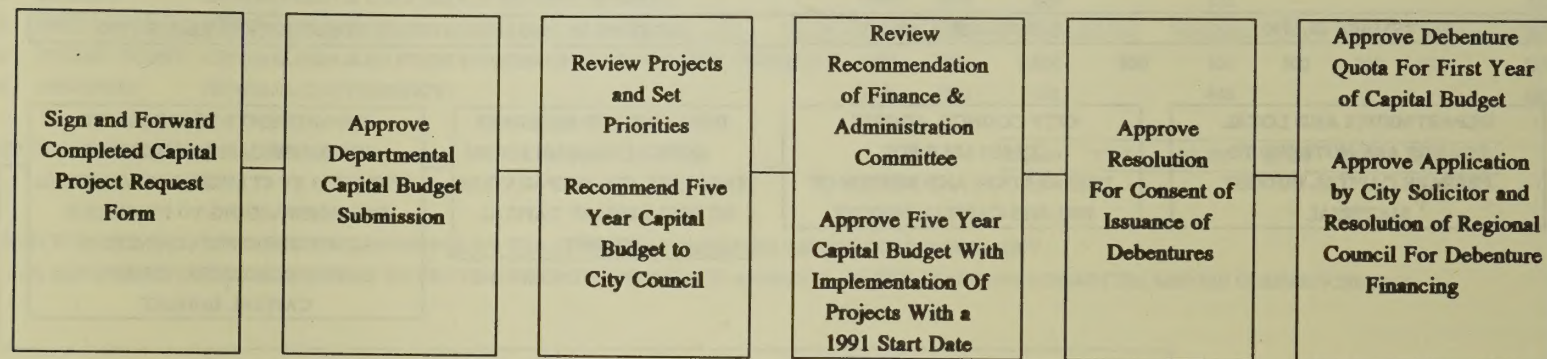




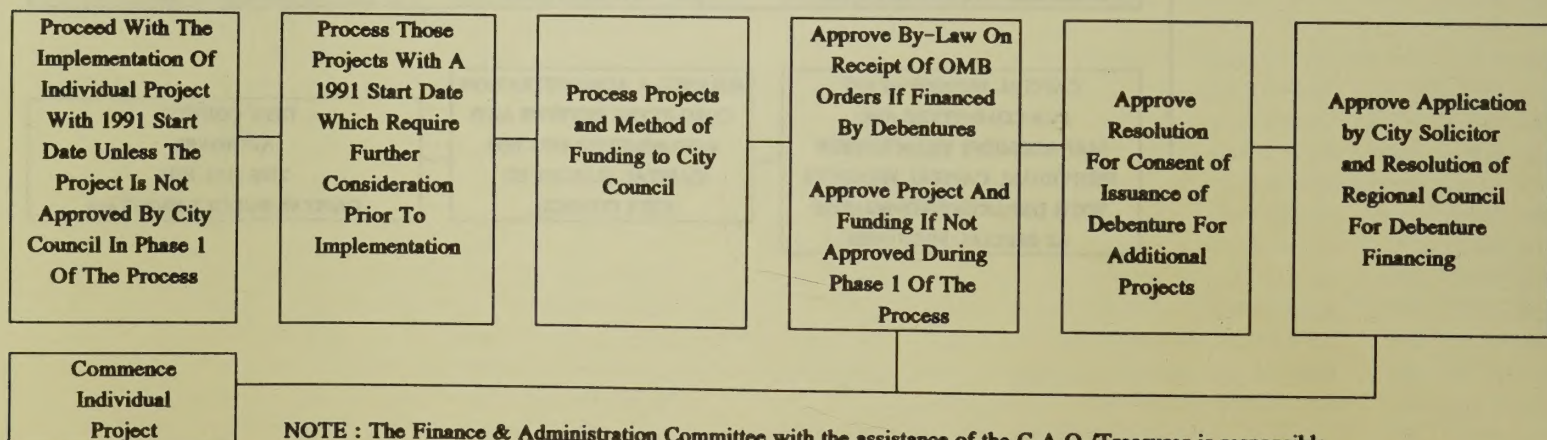
## APPROVAL PROCESS FOR CAPITAL BUDGET AND CAPITAL PROJECTS

| C.A.O./<br>DEPARTMENT HEAD/<br>LOCAL BOARD<br>MANAGER | STANDING COMMITTEE/<br>LOCAL BOARD | FINANCE &<br>ADMINISTRATION<br>COMMITTEE | CITY<br>COUNCIL | COUNCIL<br>REGIONAL<br>MUNICIPALITY | ONTARIO<br>MUNICIPAL<br>BOARD |
|-------------------------------------------------------|------------------------------------|------------------------------------------|-----------------|-------------------------------------|-------------------------------|
| (1)                                                   | (2)                                | (3)                                      | (4)             | (5)                                 | (6)                           |

## PHASE 1 - Approval of Capital Budget Program



## PHASE 2 - Approval of Individual Capital Budget Projects



NOTE : The Finance & Administration Committee with the assistance of the C.A.O./Treasurer is responsible for monitoring the progress of all ongoing capital projects.

# CAPITAL BUDGET PROGRAM 1991 - 1995

## ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

### \*\*\*\*\* S U M M A R Y \*\*\*\*\*

(000's)

| PROJECT DESCRIPTION                       | GROSS<br>COST  | SUBSIDIES &<br>OTHER RECEIPTS |      | REQUIRED        |                | ** F I N A N C I N G ** |               |              |               |               |
|-------------------------------------------|----------------|-------------------------------|------|-----------------|----------------|-------------------------|---------------|--------------|---------------|---------------|
|                                           |                | AMOUNT                        | CODE | 1996 &<br>AFTER | 1991 -<br>1995 | 1991                    | 1992          | 1993         | 1994          | 1995          |
| <b>GENERAL GOVERNMENT</b>                 |                |                               |      |                 |                |                         |               |              |               |               |
| <i>HOUSING DEPARTMENT</i>                 | 1,000          | 1,000                         |      |                 |                |                         |               |              |               |               |
| <i>CITY CLERK'S DEPARTMENT</i>            | 550            |                               |      |                 | 550            |                         |               | 50           | 500           |               |
| <i>PROPERTY DEPARTMENT</i>                | 11,505         |                               |      |                 | 11,505         | 3,950                   | 1,425         | 1,200        | 2,200         | 2,730         |
| <i>TREASURY DEPARTMENT</i>                | 2,202          |                               |      |                 | 2,202          | 148                     | 100           | 100          | 100           | 1,754         |
| <b>SUB-TOTAL</b>                          | <b>15,257</b>  | <b>1,000</b>                  |      | <b>0</b>        | <b>14,257</b>  | <b>4,098</b>            | <b>1,525</b>  | <b>1,350</b> | <b>2,800</b>  | <b>4,484</b>  |
| <b>PROTECTION TO PERSONS AND PROPERTY</b> |                |                               |      |                 |                |                         |               |              |               |               |
| <i>FIRE DEPARTMENT</i>                    | 12,650         |                               |      | 1,200           | 11,450         | 1,400                   | 4,950         | 2,100        |               | 3,000         |
| <b>TRANSPORTATION SERVICES</b>            |                |                               |      |                 |                |                         |               |              |               |               |
| <i>DEPARTMENT OF ENGINEERING</i>          | 70,283         | 19,229                        |      |                 | 51,054         | 8,936                   | 6,878         | 6,995        | 12,116        | 16,129        |
| <i>PARKING AUTHORITY</i>                  | 38,045         | 31,920                        |      |                 | 6,125          | 925                     | 3,700         | 500          | 500           | 500           |
| <b>SUB-TOTAL</b>                          | <b>108,328</b> | <b>51,149</b>                 |      |                 | <b>57,179</b>  | <b>9,861</b>            | <b>10,578</b> | <b>7,495</b> | <b>12,616</b> | <b>16,629</b> |
| <b>ENVIRONMENTAL SERVICES</b>             |                |                               |      |                 |                |                         |               |              |               |               |
| <i>DEPARTMENT OF PUBLIC WORKS</i>         | 14,033         | 10,000                        |      |                 | 4,033          | 694                     | 25            | 482          | 1,594         | 1,238         |



# CAPITAL BUDGET PROGRAM 1991 - 1995

## ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

\*\*\*\*\* S U M M A R Y \*\*\*\*\*

(000's)

| PROJECT DESCRIPTION                     | GROSS<br>COST  | SUBSIDIES &<br>OTHER RECEIPTS |      | REQUIRED        |                | ** F I N A N C I N G ** |               |               |               |               |
|-----------------------------------------|----------------|-------------------------------|------|-----------------|----------------|-------------------------|---------------|---------------|---------------|---------------|
|                                         |                | AMOUNT                        | CODE | 1996 &<br>AFTER | 1991 -<br>1995 | 1991                    | 1992          | 1993          | 1994          | 1995          |
| <b>RECREATION AND CULTURAL SERVICES</b> |                |                               |      |                 |                |                         |               |               |               |               |
| DEPARTMENT OF CULTURE AND RECREATION    | 17,419         |                               |      | 4,239           | 13,180         | 1,660                   | 1,920         | 2,050         | 2,800         | 4,750         |
| PUBLIC WORKS - PARKS DIVISION           | 14,836         |                               |      | 0               | 14,836         | 4,605                   | 3,815         | 1,254         | 2,410         | 2,752         |
| H.E.C.F.I. - CORPORATE                  | 75             |                               |      | 0               | 75             | 75                      |               |               |               |               |
| H.E.C.F.I. - VICTOR K. COPPS COLISEUM   | 250            |                               |      | 0               | 250            | 75                      | 75            | 50            | 50            |               |
| H.E.C.F.I. - HAMILTON PLACE             | 1,008          |                               |      | 0               | 1,008          | 228                     | 82            | 698           |               |               |
| H.E.C.F.I. - HAMILTON CONVENTION CENTRE | 200            |                               |      | 0               | 200            | 10                      | 50            | 75            | 40            | 25            |
| CENTRAL UTILITIES PLANT                 | 1,015          |                               |      | 0               | 1,015          | 235                     | 170           | 130           | 260           | 220           |
| HAMILTON PUBLIC LIBRARY BOARD           | 4,065          |                               |      | 1,211           | 2,854          | 298                     | 232           | 257           | 230           | 1,837         |
| <b>SUB-TOTAL</b>                        | <b>38,868</b>  |                               |      | <b>5,450</b>    | <b>33,418</b>  | <b>7,186</b>            | <b>6,344</b>  | <b>4,514</b>  | <b>5,790</b>  | <b>9,584</b>  |
| <b>PLANNING AND DEVELOPMENT</b>         |                |                               |      |                 |                |                         |               |               |               |               |
| PUBLIC WORKS - COMMUNITY RENEWAL        | 6,475          | 2,400                         |      | 400             | 3,675          | 100                     | 100           | 500           | 1,346         | 1,629         |
| <b>CONTINGENCY</b>                      |                |                               |      |                 |                |                         |               |               |               |               |
| CAPITAL CONTINGENCY                     | 8,448          |                               |      | 0               | 8,448          | 448                     | 2,000         | 2,000         | 2,000         | 2,000         |
| <b>TOTAL MUNICIPAL GENERAL</b>          | <b>204,059</b> | <b>64,549</b>                 |      | <b>7,050</b>    | <b>132,460</b> | <b>23,787</b>           | <b>25,522</b> | <b>18,441</b> | <b>26,146</b> | <b>38,564</b> |

# CAPITAL BUDGET PROGRAM 1991 - 1995

## ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

### \*\*\*\*\* S U M M A R Y \*\*\*\*\*

(000's)

| PROJECT DESCRIPTION                                            | GROSS<br>COST  | SUBSIDIES &<br>OTHER RECEIPTS<br>AMOUNT CODE | REQUIRED        |                | ** F I N A N C I N G ** |               |               |               |               |
|----------------------------------------------------------------|----------------|----------------------------------------------|-----------------|----------------|-------------------------|---------------|---------------|---------------|---------------|
|                                                                |                |                                              | 1996 &<br>AFTER | 1991 -<br>1995 | 1991                    | 1992          | 1993          | 1994          | 1995          |
| LESS PROCEEDS FROM CAPITAL LEVY,<br>RESERVES AND RESERVE FUNDS |                |                                              |                 |                |                         |               |               |               |               |
| CAPITAL LEVY                                                   |                | 30,609                                       |                 | 30,609         | 5,970                   | 6,045         | 6,121         | 6,198         | 6,275         |
| RESERVES AND RESERVE FUNDS                                     |                | 57,623                                       |                 | 57,623         | 16,197                  | 12,772        | 9,120         | 9,053         | 10,481        |
| <b>SUB-TOTAL</b>                                               |                | <b>88,232</b>                                |                 | <b>88,232</b>  | <b>22,167</b>           | <b>18,817</b> | <b>15,241</b> | <b>15,251</b> | <b>16,756</b> |
| <b>NET TOTAL MUNICIPAL GENERAL</b>                             | <b>204,059</b> | <b>152,781</b>                               | <b>7,050</b>    | <b>44,228</b>  | <b>1,620</b>            | <b>6,705</b>  | <b>3,200</b>  | <b>10,895</b> | <b>21,808</b> |
| SELF-SUSTAINING<br>TRANSPORTATION SERVICES                     |                |                                              |                 |                |                         |               |               |               |               |
| LOCAL IMPROVEMENTS - OWNER'S SHARE                             | 5,955          | 1,566                                        |                 | 4,389          | 1,412                   | 1,506         | 462           | 489           | 520           |
| <b>NET TOTAL CAPITAL BUDGET PROGRAM 1991-1995</b>              | <b>210,014</b> | <b>154,347</b>                               | <b>7,050</b>    | <b>48,617</b>  | <b>3,032</b>            | <b>8,211</b>  | <b>3,662</b>  | <b>11,384</b> | <b>22,328</b> |



**CAPITAL BUDGET PROGRAM 1991 - 1995**  
**ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS**  
(000's)

CODING:

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING                  | PROJECT<br>DESCRIPTION                                  | PROJECT |        | GROSS<br>COST | SUBSIDIES &<br>OTHER RECEIPTS |       | REQUIRED        |                | **FINANCING** |      |      |      |      |
|-------------------------|---------------------------------------------------------|---------|--------|---------------|-------------------------------|-------|-----------------|----------------|---------------|------|------|------|------|
|                         |                                                         | START   | FINISH |               | AMOUNT                        | CODE  | 1996 &<br>AFTER | 1991 -<br>1995 | 1991          | 1992 | 1993 | 1994 | 1995 |
| GENERAL GOVERNMENT      |                                                         |         |        |               |                               |       |                 |                |               |      |      |      |      |
| HOUSING DEPARTMENT      |                                                         |         |        |               |                               |       |                 |                |               |      |      |      |      |
| 1 001.0                 | MUNICIPAL NON-PROFIT                                    | 1991    | 1991   | 1,000         | 1,000                         | R-NPH |                 |                |               |      |      |      |      |
| 2 RPP                   | (HAMILTON) HOUSING<br>CORPORATION<br>- LAND ACQUISITION |         |        |               |                               |       |                 |                |               |      |      |      |      |
| SUB-TOTAL               |                                                         |         |        | 1,000         | 1,000                         |       | 0               | 0              | 0             | 0    | 0    | 0    | 0    |
| CITY CLERK'S DEPARTMENT |                                                         |         |        |               |                               |       |                 |                |               |      |      |      |      |
| 1 002.0                 | OPTICAL SCAN -                                          | 1993    | 1994   | 550           |                               |       |                 | 550            |               |      | 50   | 500  |      |
| 2 RCP                   | VOTING SYSTEM                                           |         |        |               |                               |       |                 |                |               |      |      |      |      |
| SUB-TOTAL               |                                                         |         |        | 550           | 0                             |       | 0               | 550            | 0             | 0    | 50   | 500  | 0    |

# **CAPITAL BUDGET PROGRAM 1991 - 1995** **ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS**

CODING:

(000's)

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING              | PROJECT<br>DESCRIPTION                                       | PROJECT |        | GROSS<br>COST | SUBSIDIES &<br>OTHER RECEIPTS |      | REQUIRED        |                | ** F I N A N C I N G ** |      |      |      |      |
|---------------------|--------------------------------------------------------------|---------|--------|---------------|-------------------------------|------|-----------------|----------------|-------------------------|------|------|------|------|
|                     |                                                              | START   | FINISH |               | AMOUNT                        | CODE | 1996 &<br>AFTER | 1991 -<br>1995 | 1991                    | 1992 | 1993 | 1994 | 1995 |
| GENERAL GOVERNMENT  |                                                              |         |        |               |                               |      |                 |                |                         |      |      |      |      |
| PROPERTY DEPARTMENT |                                                              |         |        |               |                               |      |                 |                |                         |      |      |      |      |
| 1 007.0             | MAJOR MAINTENANCE                                            | 1991    | 1991   | 750           |                               |      |                 | 750            | 750                     |      |      |      |      |
| 2 RCP               | TO CIVIC BUILDINGS                                           |         |        |               |                               |      |                 |                |                         |      |      |      |      |
| 1 008.0             | REPLACEMENT OF POOL                                          | 1991    | 1991   | 200           |                               |      |                 | 200            | 200                     |      |      |      |      |
| 2 RCP               | FILTRATION SYSTEM<br>- CENTRAL MEMORIAL<br>RECREATION CENTRE |         |        |               |                               |      |                 |                |                         |      |      |      |      |
| 1 009.0             | MAJOR MAINTENANCE                                            | 1992    | 1995   | 1,450         |                               |      |                 | 1,450          |                         | 300  | 350  | 400  | 400  |
| 2 RCP               | TO CIVIC BUILDINGS                                           |         |        |               |                               |      |                 |                |                         |      |      |      |      |
| 1 010.0             | REPLACEMENT OF POOL                                          | 1992    | 1992   | 225           |                               |      |                 | 225            |                         | 225  |      |      |      |
| 2 RCP               | FILTRATION SYSTEM<br>JIMMY THOMPSON POOL                     |         |        |               |                               |      |                 |                |                         |      |      |      |      |
| 1 011.0             | CONSTRUCTION COST                                            | 1991    | 1991   | 100           |                               |      |                 | 100            | 100                     |      |      |      |      |
| 2 RCP               | FOR ACCOMMODATION<br>- CITY HALL                             |         |        |               |                               |      |                 |                |                         |      |      |      |      |
| 1 012.0             | REPLACEMENT OF POOL                                          | 1993    | 1993   | 250           |                               |      |                 | 250            |                         |      | 250  |      |      |
| 2 RCP               | FILTRATION SYSTEM<br>RYERSON                                 |         |        |               |                               |      |                 |                |                         |      |      |      |      |



# **CAPITAL BUDGET PROGRAM 1991 - 1995** **ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS**

CODING:

(000's)

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING                          | PROJECT DESCRIPTION                                                  | PROJECT |        | GROSS COST | SUBSIDIES & OTHER RECEIPTS |      | REQUIRED     |             | **FINANCING** |       |       |       |       |
|---------------------------------|----------------------------------------------------------------------|---------|--------|------------|----------------------------|------|--------------|-------------|---------------|-------|-------|-------|-------|
|                                 |                                                                      | START   | FINISH |            | AMOUNT                     | CODE | 1996 & AFTER | 1991 - 1995 | 1991          | 1992  | 1993  | 1994  | 1995  |
| GENERAL GOVERNMENT              |                                                                      |         |        |            |                            |      |              |             |               |       |       |       |       |
| PROPERTY DEPARTMENT - continued |                                                                      |         |        |            |                            |      |              |             |               |       |       |       |       |
| 1 013.0                         | HAMILTON HOUSING -                                                   | 1995    | 1995   | 530        |                            |      |              | 530         |               |       |       |       | 530   |
| 2 DEB                           | REPLACE HEATING &<br>ELECTRICAL SYSTEM - ADA<br>PRITCHARD APARTMENTS |         |        |            |                            |      |              |             |               |       |       |       |       |
| 1 014.0                         | SECURITY IMPROVEMEN                                                  | 1991    | 1991   | 100        |                            |      |              | 100         | 100           |       |       |       |       |
| 2 RCP                           | CITY HALL                                                            |         |        |            |                            |      |              |             |               |       |       |       |       |
| 1 015.0                         | LAND ACQUISITION                                                     | 1991    | 1993   | 3,800      |                            |      |              | 3,800       | 2,600         | 600   | 600   |       |       |
| 2 RPP                           | - GENERAL                                                            |         |        |            |                            |      |              |             |               |       |       |       |       |
| 1 015.1                         | LAND ACQUISITION                                                     | 1994    | 1995   | 3,600      |                            |      |              | 3,600       |               |       |       | 1,800 | 1,800 |
| 2 DEB                           | - GENERAL                                                            |         |        |            |                            |      |              |             |               |       |       |       |       |
| 1 016.0                         | CONSTRUCTION COST                                                    | 1992    | 1992   | 100        |                            |      |              | 100         |               | 100   |       |       |       |
| 2 RCP                           | FOR ACCOMMODATION<br>- CITY HALL                                     |         |        |            |                            |      |              |             |               |       |       |       |       |
| 1 019.0                         | OFFICE RENOVATIONS                                                   | 1991    | 1992   | 400        |                            |      |              | 400         | 200           | 200   |       |       |       |
| 2 RCP                           | - TREASURY DEPARTMENT                                                |         |        |            |                            |      |              |             |               |       |       |       |       |
| SUB-TOTAL                       |                                                                      |         |        | 11,505     | 0                          |      | 0            | 11,505      | 3,950         | 1,425 | 1,200 | 2,200 | 2,730 |

# CAPITAL BUDGET PROGRAM 1991 - 1995

## ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

CODING:

(000's)

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING                   | PROJECT<br>DESCRIPTION                                                     | PROJECT |        | GROSS<br>COST | SUBSIDIES &<br>OTHER RECEIPTS |      | REQUIRED        |                | **FINANCING** |       |       |       |       |
|--------------------------|----------------------------------------------------------------------------|---------|--------|---------------|-------------------------------|------|-----------------|----------------|---------------|-------|-------|-------|-------|
|                          |                                                                            | START   | FINISH |               | AMOUNT                        | CODE | 1996 &<br>AFTER | 1991 -<br>1995 | 1991          | 1992  | 1993  | 1994  | 1995  |
| GENERAL GOVERNMENT       |                                                                            |         |        |               |                               |      |                 |                |               |       |       |       |       |
| TREASURY DEPARTMENT      |                                                                            |         |        |               |                               |      |                 |                |               |       |       |       |       |
| 1 020.0                  | CAPITAL OPERATING                                                          | 1991    | 1995   | 267           |                               |      |                 | 267            | 48            |       |       |       | 219   |
| 2 RCP                    | GRANT - HAMILTON<br>SOCIETY FOR THE<br>PREVENTION OF CRUELTY<br>TO ANIMALS |         |        |               |                               |      |                 |                |               |       |       |       |       |
| 1 021.0                  | CAPITAL CONSTRUCTION                                                       | 1995    | 1995   | 1,435         |                               |      |                 | 1,435          |               |       |       |       | 1,435 |
| 2 DEB                    | GRANT - HAMILTON<br>SOCIETY FOR THE<br>PREVENTION OF CRUELTY<br>TO ANIMALS |         |        |               |                               |      |                 |                |               |       |       |       |       |
| 1 022.0                  | PROVISION FOR                                                              | 1991    | 1995   | 500           |                               |      |                 | 500            | 100           | 100   | 100   | 100   | 100   |
| 2 RCP                    | CAPITAL GRANTS                                                             |         |        |               |                               |      |                 |                |               |       |       |       |       |
| SUB-TOTAL                |                                                                            |         |        | 2,202         | 0                             |      | 0               | 2,202          | 148           | 100   | 100   | 100   | 1,754 |
| TOTAL GENERAL GOVERNMENT |                                                                            |         |        | 15,257        | 1,000                         |      | 0               | 14,257         | 4,098         | 1,525 | 1,350 | 2,800 | 4,484 |



# CAPITAL BUDGET PROGRAM 1991 - 1995

## ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

(000's)

## CODING:

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING                             | PROJECT DESCRIPTION                    | PROJECT |        | GROSS COST | SUBSIDIES & OTHER RECEIPTS |      | REQUIRED     |             | **FINANCING** |       |       |      |      |
|------------------------------------|----------------------------------------|---------|--------|------------|----------------------------|------|--------------|-------------|---------------|-------|-------|------|------|
|                                    |                                        | START   | FINISH |            | AMOUNT                     | CODE | 1996 & AFTER | 1991 - 1995 | 1991          | 1992  | 1993  | 1994 | 1995 |
| PROTECTION TO PERSONS AND PROPERTY |                                        |         |        |            |                            |      |              |             |               |       |       |      |      |
| FIRE DEPARTMENT                    |                                        |         |        |            |                            |      |              |             |               |       |       |      |      |
| 1 023.0                            | FIRE STATION - UPPER                   | 1991    | 1991   | 800        |                            |      |              | 800         | 800           |       |       |      |      |
| 2 RPP                              | SHERMAN AND FENNELL - LAND ACQUISITION |         |        |            |                            |      |              |             |               |       |       |      |      |
| 1 024.0                            | FIRE STATION - UPPER                   | 1992    | 1992   | 3,100      |                            |      |              | 3,100       |               | 3,100 |       |      |      |
| 2 DEB                              | SHERMAN AND FENNELL - CONSTRUCTION     |         |        |            |                            |      |              |             |               |       |       |      |      |
| 1 025.0                            | PUBLIC SAFETY                          | 1991    | 1993   | 2,500      |                            |      |              | 2,500       | 250           | 1,000 | 1,250 |      |      |
| 2 DEB                              | TRUNKING RADIO                         |         |        |            |                            |      |              |             |               |       |       |      |      |
| 1 026.0                            | COMPUTER AIDED                         | 1991    | 1993   | 1,300      |                            |      |              | 1,300       | 100           | 600   | 600   |      |      |
| 2 RCP                              | DISPATCH                               |         |        |            |                            |      |              |             |               |       |       |      |      |
| 1 027.0                            | BREATHING APPARATUS                    | 1991    | 1993   | 750        |                            |      |              | 750         | 250           | 250   | 250   |      |      |
| 2 RCP                              | CONVERSION                             |         |        |            |                            |      |              |             |               |       |       |      |      |

# **CAPITAL BUDGET PROGRAM 1991 - 1995** **ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS**

CODING:

(000's)

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING                                 | PROJECT<br>DESCRIPTION         | PROJECT |        | GROSS<br>COST | SUBSIDIES &<br>OTHER RECEIPTS |      | REQUIRED        |                | ** F I N A N C I N G ** |       |       |         |      |
|----------------------------------------|--------------------------------|---------|--------|---------------|-------------------------------|------|-----------------|----------------|-------------------------|-------|-------|---------|------|
|                                        |                                | START   | FINISH |               | AMOUNT                        | CODE | 1996 &<br>AFTER | 1991 -<br>1995 | 1991                    | 1992  | 1993  | 1994    | 1995 |
| PROTECTION TO PERSONS AND PROPERTY     |                                |         |        |               |                               |      |                 |                |                         |       |       |         |      |
| FIRE DEPARTMENT - continued            |                                |         |        |               |                               |      |                 |                |                         |       |       |         |      |
| 1 029.0                                | FIRE STATION                   | 1995    | 1996   | 4,200         |                               |      | 1,200           | 3,000          |                         |       |       | 3,000   |      |
| 2 DEB                                  | - RAY STREET<br>- CONSTRUCTION |         |        |               |                               |      |                 |                |                         |       |       |         |      |
| SUB-TOTAL                              |                                |         |        | 12,650        | 0                             |      | 1,200           | 11,450         | 1,400                   | 4,950 | 2,100 | 0 3,000 |      |
| TOTAL PROTECTION TO PERSONS & PROPERTY |                                |         |        | 12,650        | 0                             |      | 1,200           | 11,450         | 1,400                   | 4,950 | 2,100 | 0 3,000 |      |



# **CAPITAL BUDGET PROGRAM 1991 - 1995** **ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS**

(000's)

**CODING:**

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING                    | PROJECT<br>DESCRIPTION                                                              | PROJECT |        | GROSS<br>COST | SUBSIDIES &<br>OTHER RECEIPTS |      | REQUIRED        |                | ** F I N A N C I N G ** |       |       |       |      |
|---------------------------|-------------------------------------------------------------------------------------|---------|--------|---------------|-------------------------------|------|-----------------|----------------|-------------------------|-------|-------|-------|------|
|                           |                                                                                     | START   | FINISH |               | AMOUNT                        | CODE | 1996 &<br>AFTER | 1991 -<br>1995 | 1991                    | 1992  | 1993  | 1994  | 1995 |
| TRANSPORTATION SERVICES   |                                                                                     |         |        |               |                               |      |                 |                |                         |       |       |       |      |
| DEPARTMENT OF ENGINEERING |                                                                                     |         |        |               |                               |      |                 |                |                         |       |       |       |      |
| 1 030.0                   | 1991 RECONSTRUCTION                                                                 | 1991    | 1991   | 9,400         | 3,008                         | RS   |                 | 6,392          | 6,392                   |       |       |       |      |
| 2 CL/<br>RCP              | PROGRAM OF ROADWAYS,<br>ABUTTING SIDEWALKS,<br>AND OTHER SIDEWALKS<br>- LOCAL ROADS |         |        |               |                               |      |                 |                |                         |       |       |       |      |
| 1 031.0                   | 1992 RECONSTRUCTION                                                                 | 1992    | 1992   | 7,353         | 2,353                         | RS   |                 | 5,000          |                         | 5,000 |       |       |      |
| 2 CL                      | PROGRAM OF ROADWAYS,<br>ABUTTING SIDEWALKS,<br>AND OTHER SIDEWALKS<br>- LOCAL ROADS |         |        |               |                               |      |                 |                |                         |       |       |       |      |
| 1 032.0                   | 1993 RECONSTRUCTION                                                                 | 1993    | 1993   | 7,647         | 2,447                         | RS   |                 | 5,200          |                         |       | 5,200 |       |      |
| 2 CL                      | PROGRAM OF ROADWAYS,<br>ABUTTING SIDEWALKS,<br>AND OTHER SIDEWALKS<br>- LOCAL ROADS |         |        |               |                               |      |                 |                |                         |       |       |       |      |
| 1 033.0                   | 1994 RECONSTRUCTION                                                                 | 1994    | 1994   | 14,120        | 4,518                         | RS   |                 | 9,602          |                         |       |       | 9,602 |      |
| 2 CL/DE                   | PROGRAM OF ROADWAYS,<br>ABUTTING SIDEWALKS,<br>AND OTHER SIDEWALKS<br>- LOCAL ROADS |         |        |               |                               |      |                 |                |                         |       |       |       |      |

# **CAPITAL BUDGET PROGRAM 1991 - 1995** **ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS**

CODING:

(000's)

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING                                | PROJECT<br>DESCRIPTION                                                              | PROJECT |        | GROSS<br>COST | SUBSIDIES &<br>OTHER RECEIPTS |      | REQUIRED        |                | **FINANCING** |       |       |      |        |
|---------------------------------------|-------------------------------------------------------------------------------------|---------|--------|---------------|-------------------------------|------|-----------------|----------------|---------------|-------|-------|------|--------|
|                                       |                                                                                     | START   | FINISH |               | AMOUNT                        | CODE | 1996 &<br>AFTER | 1991 -<br>1995 | 1991          | 1992  | 1993  | 1994 | 1995   |
| TRANSPORTATION SERVICES               |                                                                                     |         |        |               |                               |      |                 |                |               |       |       |      |        |
| DEPARTMENT OF ENGINEERING - continued |                                                                                     |         |        |               |                               |      |                 |                |               |       |       |      |        |
| 1 034.0                               | 1995 RECONSTRUCTION                                                                 | 1995    | 1995   | 17,264        | 5,525                         | RS   |                 | 11,739         |               |       |       |      | 11,739 |
| 2 CL/<br>DEB                          | PROGRAM OF ROADWAYS,<br>ABUTTING SIDEWALKS,<br>AND OTHER SIDEWALKS<br>- LOCAL ROADS |         |        |               |                               |      |                 |                |               |       |       |      |        |
| 1 035.0                               | 1991 CITY'S SHARE OF                                                                | 1991    | 1991   | 1,000         |                               |      |                 | 1,000          | 1,000         |       |       |      |        |
| 2 RSTUL                               | SERVICES-ROADS, CURBS<br>& SIDEWALKS THROUGH<br>UNSUBDIVIDED LAND                   |         |        |               |                               |      |                 |                |               |       |       |      |        |
| 1 036.0                               | 1992 CITY'S SHARE OF                                                                | 1992    | 1992   | 1,100         |                               |      |                 | 1,100          |               | 1,100 |       |      |        |
| 2 RCP                                 | SERVICES-ROADS, CURBS<br>& SIDEWALKS THROUGH<br>UNSUBDIVIDED LAND                   |         |        |               |                               |      |                 |                |               |       |       |      |        |
| 1 037.0                               | 1993 CITY'S SHARE OF                                                                | 1993    | 1993   | 1,200         |                               |      |                 | 1,200          |               |       | 1,200 |      |        |
| 2 RCP                                 | SERVICES-ROADS, CURBS<br>& SIDEWALKS THROUGH<br>UNSUBDIVIDED LAND                   |         |        |               |                               |      |                 |                |               |       |       |      |        |



# CAPITAL BUDGET PROGRAM 1991 - 1995

## ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

(000's)

## CODING:

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING                                | PROJECT DESCRIPTION                                         | PROJECT |        | GROSS COST | SUBSIDIES & OTHER RECEIPTS |      | REQUIRED     |             | ** F I N A N C I N G ** |      |      |       |       |
|---------------------------------------|-------------------------------------------------------------|---------|--------|------------|----------------------------|------|--------------|-------------|-------------------------|------|------|-------|-------|
|                                       |                                                             | START   | FINISH |            | AMOUNT                     | CODE | 1996 & AFTER | 1991 - 1995 | 1991                    | 1992 | 1993 | 1994  | 1995  |
| TRANSPORTATION SERVICES               |                                                             |         |        |            |                            |      |              |             |                         |      |      |       |       |
| DEPARTMENT OF ENGINEERING - continued |                                                             |         |        |            |                            |      |              |             |                         |      |      |       |       |
| 1 038.0                               | 1994 CITY'S SHARE OF                                        | 1994    | 1994   | 1,869      |                            |      |              | 1,869       |                         |      |      | 1,869 |       |
| 2 RCP                                 | SERVICES-ROADS, CURBS & SIDEWALKS THROUGH UNSUBDIVIDED LAND |         |        |            |                            |      |              |             |                         |      |      |       |       |
| 1 039.0                               | 1995 CITY'S SHARE OF                                        | 1995    | 1995   | 3,703      |                            |      |              | 3,703       |                         |      |      |       | 3,703 |
| 2 RCP                                 | SERVICES-ROADS, CURBS & SIDEWALKS THROUGH UNSUBDIVIDED LAND |         |        |            |                            |      |              |             |                         |      |      |       |       |
| 1 40.0                                | 1991 CATCH BASIN AND                                        | 1991    | 1991   | 160        |                            |      |              | 160         | 160                     |      |      |       |       |
| 2 CL                                  | DRAIN CONNECTION                                            |         |        |            |                            |      |              |             |                         |      |      |       |       |
| 1 41.0                                | 1992 CATCH BASIN AND                                        | 1992    | 1992   | 170        |                            |      |              | 170         |                         | 170  |      |       |       |
| 2 CL                                  | DRAIN CONNECTION                                            |         |        |            |                            |      |              |             |                         |      |      |       |       |
| 1 042.0                               | 1993 CATCH BASIN AND                                        | 1993    | 1993   | 180        |                            |      |              | 180         |                         |      | 180  |       |       |
| 2 CL                                  | DRAIN CONNECTION                                            |         |        |            |                            |      |              |             |                         |      |      |       |       |
| 1 043.0                               | 1994 CATCH BASIN AND                                        | 1994    | 1994   | 195        |                            |      |              | 195         |                         |      |      | 195   |       |
| 2 CL                                  | DRAIN CONNECTION                                            |         |        |            |                            |      |              |             |                         |      |      |       |       |

# **CAPITAL BUDGET PROGRAM 1991 - 1995** **ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS**

(000's)

CODING:

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING                                | PROJECT<br>DESCRIPTION           | PROJECT<br>START | PROJECT<br>FINISH | GROSS<br>COST | SUBSIDIES &<br>OTHER RECEIPTS |      | REQUIRED        |                | **FINANCING** |      |      |      |      |
|---------------------------------------|----------------------------------|------------------|-------------------|---------------|-------------------------------|------|-----------------|----------------|---------------|------|------|------|------|
|                                       |                                  |                  |                   |               | AMOUNT                        | CODE | 1996 &<br>AFTER | 1991 -<br>1995 | 1991          | 1992 | 1993 | 1994 | 1995 |
| TRANSPORTATION SERVICES               |                                  |                  |                   |               |                               |      |                 |                |               |      |      |      |      |
| DEPARTMENT OF ENGINEERING - continued |                                  |                  |                   |               |                               |      |                 |                |               |      |      |      |      |
| 1 044.0                               | 1995 CATCH BASIN AND             | 1995             | 1995              | 207           |                               |      |                 | 207            |               |      |      |      | 207  |
| 2 CL                                  | DRAIN CONNECTION                 |                  |                   |               |                               |      |                 |                |               |      |      |      |      |
| 1 045.0                               | 1991 PROGRAM-CITY'S              | 1991             | 1991              | 510           | 163                           | RS   |                 | 347            | 347           |      |      |      |      |
| 2 CL                                  | SHARE OF LOCALS<br>- RESIDENTIAL |                  |                   |               |                               |      |                 |                |               |      |      |      |      |
| 1 046.0                               | 1992 PROGRAM-CITY'S              | 1992             | 1992              | 571           | 183                           | RS   |                 | 388            |               | 388  |      |      |      |
| 2 CL                                  | SHARE OF LOCALS<br>- RESIDENTIAL |                  |                   |               |                               |      |                 |                |               |      |      |      |      |
| 1 047.0                               | 1993 PROGRAM-CITY'S              | 1993             | 1993              | 610           | 195                           | RS   |                 | 415            |               |      | 415  |      |      |
| 2 CL                                  | SHARE OF LOCALS<br>- RESIDENTIAL |                  |                   |               |                               |      |                 |                |               |      |      |      |      |
| 1 048.0                               | 1994 PROGRAM-CITY'S              | 1994             | 1994              | 660           | 210                           | RS   |                 | 450            |               |      |      | 450  |      |
| 2 CL                                  | SHARE OF LOCALS<br>- RESIDENTIAL |                  |                   |               |                               |      |                 |                |               |      |      |      |      |
| 1 049.0                               | 1995 PROGRAM-CITY'S              | 1995             | 1995              | 705           | 225                           | RS   |                 | 480            |               |      |      |      | 480  |
| 2 CL                                  | SHARE OF LOCALS<br>- RESIDENTIAL |                  |                   |               |                               |      |                 |                |               |      |      |      |      |



# **CAPITAL BUDGET PROGRAM 1991 - 1995** **ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS**

CODING:

(000's)

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING                                | PROJECT DESCRIPTION                                       | PROJECT |        | GROSS COST | SUBSIDIES & OTHER RECEIPTS |         | REQUIRED     |             | ** F I N A N C I N G ** |       |       |        |        |
|---------------------------------------|-----------------------------------------------------------|---------|--------|------------|----------------------------|---------|--------------|-------------|-------------------------|-------|-------|--------|--------|
|                                       |                                                           | START   | FINISH |            | AMOUNT                     | CODE    | 1996 & AFTER | 1991 - 1995 | 1991                    | 1992  | 1993  | 1994   | 1995   |
| TRANSPORTATION SERVICES               |                                                           |         |        |            |                            |         |              |             |                         |       |       |        |        |
| DEPARTMENT OF ENGINEERING - continued |                                                           |         |        |            |                            |         |              |             |                         |       |       |        |        |
| 1 050.0                               | 1991 PROGRAM-CITY'S                                       | 1991    | 1991   | 210        |                            |         |              | 210         | 210                     |       |       |        |        |
| 2 CL                                  | SHARE OF LOCALS<br>- INDUSTRIAL                           |         |        |            |                            |         |              |             |                         |       |       |        |        |
| 1 051.0                               | 1992 PROGRAM-CITY'S                                       | 1992    | 1992   | 220        |                            |         |              | 220         |                         | 220   |       |        |        |
| 2 CL                                  | SHARE OF LOCALS<br>- INDUSTRIAL                           |         |        |            |                            |         |              |             |                         |       |       |        |        |
| 1 052.0                               | STORM MANAGEMENT                                          | 1991    | 1991   | 127        |                            |         |              | 127         | 127                     |       |       |        |        |
| 2 CL                                  | PROJECTS                                                  |         |        |            |                            |         |              |             |                         |       |       |        |        |
| 1 053.1                               | STREET LIGHTING                                           | 1991    | 1991   | 1,102      | 128                        | CF      |              | 700         | 700                     |       |       |        |        |
| 2 RCP                                 | PROGRAM - HIGH<br>PRESSURE SODIUM<br>LUMINAIRE CONVERSION |         |        |            | 274                        | ONT HYD |              |             |                         |       |       |        |        |
| SUB-TOTAL                             |                                                           |         |        | 70,283     | 19,229                     |         | 0            | 51,054      | 8,936                   | 6,878 | 6,995 | 12,116 | 16,129 |

# **CAPITAL BUDGET PROGRAM 1991 - 1995** **ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS**

(000's)

CODING:

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING                  | PROJECT DESCRIPTION                                                          | PROJECT |        | GROSS COST | SUBSIDIES & OTHER RECEIPTS |      | REQUIRED     |             | ** F I N A N C I N G ** |      |      |      |      |
|-------------------------|------------------------------------------------------------------------------|---------|--------|------------|----------------------------|------|--------------|-------------|-------------------------|------|------|------|------|
|                         |                                                                              | START   | FINISH |            | AMOUNT                     | CODE | 1996 & AFTER | 1991 - 1995 | 1991                    | 1992 | 1993 | 1994 | 1995 |
| TRANSPORTATION SERVICES |                                                                              |         |        |            |                            |      |              |             |                         |      |      |      |      |
| PARKING AUTHORITY       |                                                                              |         |        |            |                            |      |              |             |                         |      |      |      |      |
| 1 054.0                 | KING WILLIAM/MARY                                                            | 1991    | 1991   | 3,500      | 3,400                      | OR   |              | 100         | 100                     |      |      |      |      |
| 2 ROSP                  | CARPARK DECKING<br>- JOINT PROJECT<br>(ANNUAL OPERATING<br>COST - \$100,000) |         |        |            |                            |      |              |             |                         |      |      |      |      |
| 1 055.0                 | LAND ACQUISITION                                                             | 1991    | 1991   | 400        |                            |      |              | 400         | 400                     |      |      |      |      |
| 2 ROSP                  | - GENERAL                                                                    |         |        |            |                            |      |              |             |                         |      |      |      |      |
| 1 056.0                 | LAND ACQUISITION                                                             | 1992    | 1992   | 400        |                            |      |              | 400         |                         | 400  |      |      |      |
| 2 ROSP                  | - GENERAL                                                                    |         |        |            |                            |      |              |             |                         |      |      |      |      |
| 1 057.0                 | LAND ACQUISITION                                                             | 1993    | 1993   | 400        |                            |      |              | 400         |                         |      | 400  |      |      |
| 2 ROSP                  | - GENERAL                                                                    |         |        |            |                            |      |              |             |                         |      |      |      |      |
| 1 058.0                 | LAND ACQUISITION                                                             | 1994    | 1994   | 400        |                            |      |              | 400         |                         |      |      | 400  |      |
| 2 ROSP                  | - GENERAL                                                                    |         |        |            |                            |      |              |             |                         |      |      |      |      |
| 1 059.0                 | LAND ACQUISITION                                                             | 1995    | 1995   | 400        |                            |      |              | 400         |                         |      |      |      | 400  |
| 2 ROSP                  | - GENERAL                                                                    |         |        |            |                            |      |              |             |                         |      |      |      |      |
| 1 059.5                 | DEMOLITION AND                                                               | 1991    | 1991   | 275        |                            |      |              | 275         | 275                     |      |      |      |      |
| 2 ROSP                  | SITE PREPARATION                                                             |         |        |            |                            |      |              |             |                         |      |      |      |      |



# **CAPITAL BUDGET PROGRAM 1991 - 1995** **ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS**

CODING:

(000's)

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING                        | PROJECT DESCRIPTION                  | PROJECT |        | GROSS COST | SUBSIDIES & OTHER RECEIPTS |      | REQUIRED     |             | **FINANCING** |      |      |      |      |
|-------------------------------|--------------------------------------|---------|--------|------------|----------------------------|------|--------------|-------------|---------------|------|------|------|------|
|                               |                                      | START   | FINISH |            | AMOUNT                     | CODE | 1996 & AFTER | 1991 - 1995 | 1991          | 1992 | 1993 | 1994 | 1995 |
| TRANSPORTATION SERVICES       |                                      |         |        |            |                            |      |              |             |               |      |      |      |      |
| PARKING AUTHORITY - continued |                                      |         |        |            |                            |      |              |             |               |      |      |      |      |
| 1 060.0                       | UP GRADING OF                        | 1991    | 1991   | 100        |                            |      |              | 100         | 100           |      |      |      |      |
| 2 ROSP                        | EXISTING PARKING FACILITIES          |         |        |            |                            |      |              |             |               |      |      |      |      |
| 1 061.0                       | UP GRADING OF                        | 1992    | 1992   | 100        |                            |      |              | 100         |               | 100  |      |      |      |
| 2 ROSP                        | EXISTING PARKING FACILITIES          |         |        |            |                            |      |              |             |               |      |      |      |      |
| 1 062.0                       | UP GRADING OF                        | 1993    | 1993   | 100        |                            |      |              | 100         |               |      | 100  |      |      |
| 2 ROSP                        | EXISTING PARKING FACILITIES          |         |        |            |                            |      |              |             |               |      |      |      |      |
| 1 063.0                       | UP GRADING OF                        | 1994    | 1994   | 100        |                            |      |              | 100         |               |      |      | 100  |      |
| 2 ROSP                        | EXISTING PARKING FACILITIES          |         |        |            |                            |      |              |             |               |      |      |      |      |
| 1 064.0                       | UP GRADING OF                        | 1995    | 1995   | 100        |                            |      |              | 100         |               |      |      | 100  |      |
| 2 ROSP                        | EXISTING PARKING FACILITIES          |         |        |            |                            |      |              |             |               |      |      |      |      |
| 1 065.0                       | STUDY & DESIGN                       | 1991    | 1991   | 50         |                            |      |              | 50          | 50            |      |      |      |      |
| 2 ROSP                        | - EXISTING & FUTURE PARKING PROJECTS |         |        |            |                            |      |              |             |               |      |      |      |      |

# **CAPITAL BUDGET PROGRAM 1991 - 1995** **ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS**

CODING:

(000's)

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING                        | PROJECT DESCRIPTION                                                 | PROJECT |        | GROSS COST | SUBSIDIES & OTHER RECEIPTS |      | REQUIRED     |             | ** F I N A N C I N G ** |       |      |      |      |
|-------------------------------|---------------------------------------------------------------------|---------|--------|------------|----------------------------|------|--------------|-------------|-------------------------|-------|------|------|------|
|                               |                                                                     | START   | FINISH |            | AMOUNT                     | CODE | 1996 & AFTER | 1991 - 1995 | 1991                    | 1992  | 1993 | 1994 | 1995 |
| * TRANSPORTATION SERVICES     |                                                                     |         |        |            |                            |      |              |             |                         |       |      |      |      |
| PARKING AUTHORITY - continued |                                                                     |         |        |            |                            |      |              |             |                         |       |      |      |      |
| 1 066.0                       | STUDY & DESIGN                                                      | 1992    | 1992   | 100        |                            |      |              | 100         |                         | 100   |      |      |      |
| 2 ROSP                        | - EXISTING & FUTURE PARKING PROJECTS                                |         |        |            |                            |      |              |             |                         |       |      |      |      |
| 1 067.0                       | UNDERGROUND PARKING                                                 | 1991    | 1991   | 8,800      | 8,800                      | UF   |              |             |                         |       |      |      |      |
| 2 ROSP                        | DECK - BOARD OF EDUCATION (ANNUAL OPERATING COST - \$260,000)       |         |        |            |                            |      |              |             |                         |       |      |      |      |
| 1 068.0                       | PARKING DECK                                                        | 1992    | 1992   | 3,000      |                            |      |              | 3,000       |                         | 3,000 |      |      |      |
| 2 ROSP                        | - GO TERMINUS (ANNUAL OPERATING COST - \$120,000)                   |         |        |            |                            |      |              |             |                         |       |      |      |      |
| 1 069.0                       | MAIN/FERGUSON                                                       | 1992    | 1992   | 3,600      | 3,500                      | OR   |              | 100         |                         | 100   |      |      |      |
| 2 ROSP                        | CARPARK DECKING - JOINT PROJECT (ANNUAL OPERATING COST - \$100,000) |         |        |            |                            |      |              |             |                         |       |      |      |      |



# **CAPITAL BUDGET PROGRAM 1991 - 1995** **ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS**

CODING:

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

(000's)

| CODING                        | PROJECT DESCRIPTION                                            | PROJECT |        | GROSS COST | SUBSIDIES & OTHER RECEIPTS |      | REQUIRED     |             | **FINANCING** |        |       |        |        |
|-------------------------------|----------------------------------------------------------------|---------|--------|------------|----------------------------|------|--------------|-------------|---------------|--------|-------|--------|--------|
|                               |                                                                | START   | FINISH |            | AMOUNT                     | CODE | 1996 & AFTER | 1991 - 1995 | 1991          | 1992   | 1993  | 1994   | 1995   |
| TRANSPORTATION SERVICES       |                                                                |         |        |            |                            |      |              |             |               |        |       |        |        |
| PARKING AUTHORITY - continued |                                                                |         |        |            |                            |      |              |             |               |        |       |        |        |
| 1 070.0                       | CITY HALL CAR                                                  | 1992    | 1992   | 8,220      | 8,220                      | UF   |              |             |               |        |       |        |        |
| 2 ROSP                        | PARK DECK<br>(ANNUAL OPERATING<br>COST - \$240,000)            |         |        |            |                            |      |              |             |               |        |       |        |        |
| 1 071.0                       | PARKING STRUCTURE                                              | 1993    | 1993   | 8,000      | 8,000                      | UF   |              |             |               |        |       |        |        |
| 2 ROSP                        | - SOUTHEAST QUADRANT<br>(ANNUAL OPERATING<br>COST - \$450,000) |         |        |            |                            |      |              |             |               |        |       |        |        |
| SUB-TOTAL                     |                                                                |         |        | 38,045     | 31,920                     |      | 0            | 6,125       | 925           | 3,700  | 500   | 500    | 500    |
| TOTAL TRANSPORTATION SERVICES |                                                                |         |        | 108,328    | 51,149                     |      | 0            | 57,179      | 9,861         | 10,578 | 7,495 | 12,616 | 16,629 |

# **CAPITAL BUDGET PROGRAM 1991 - 1995** **ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS**

CODING:

(000's)

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING                     | PROJECT DESCRIPTION                                  | PROJECT |        | GROSS COST | SUBSIDIES & OTHER RECEIPTS |      | REQUIRED     |             | ** F I N A N C I N G ** |      |      |      |      |
|----------------------------|------------------------------------------------------|---------|--------|------------|----------------------------|------|--------------|-------------|-------------------------|------|------|------|------|
|                            |                                                      | START   | FINISH |            | AMOUNT                     | CODE | 1996 & AFTER | 1991 - 1995 | 1991                    | 1992 | 1993 | 1994 | 1995 |
| ENVIRONMENTAL SERVICES     |                                                      |         |        |            |                            |      |              |             |                         |      |      |      |      |
| DEPARTMENT OF PUBLIC WORKS |                                                      |         |        |            |                            |      |              |             |                         |      |      |      |      |
| 1 073.0                    | FORMER LAX PROPERTY                                  | 1991    | 1991   | 10,000     | 10,000                     | P    |              |             |                         |      |      |      |      |
| 2 DEB                      | - INDUSTRIAL WASTE CLEAN-UP                          |         |        |            |                            |      |              |             |                         |      |      |      |      |
| 1 074.0                    | NEW EQUIPMENT                                        | 1991    | 1991   | 90         |                            |      |              | 90          | 90                      |      |      |      |      |
| 2 RCP                      | - ONE SANDER WING PLOW UNIT                          |         |        |            |                            |      |              |             |                         |      |      |      |      |
| 1 075.0                    | NEW EQUIPMENT                                        | 1994    | 1994   | 102        |                            |      |              | 102         |                         |      |      | 102  |      |
| 2 RCP                      | - ONE SANDER WING PLOW UNIT                          |         |        |            |                            |      |              |             |                         |      |      |      |      |
| 1 077.0                    | NEW EQUIPMENT                                        | 1991    | 1991   | 130        |                            |      |              | 130         | 130                     |      |      |      |      |
| 2 RCP                      | - STREET SWEEPERS (ANNUAL OPERATING COST - \$80,000) |         |        |            |                            |      |              |             |                         |      |      |      |      |
| 1 078.0                    | NEW EQUIPMENT                                        | 1994    | 1994   | 148        |                            |      |              | 148         |                         |      |      | 148  |      |
| 2 RCP                      | - STREET SWEEPERS (ANNUAL OPERATING COST - \$91,000) |         |        |            |                            |      |              |             |                         |      |      |      |      |



# **CAPITAL BUDGET PROGRAM 1991 - 1995** **ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS**

(000's)

CODING:

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING                                 | PROJECT<br>DESCRIPTION                                                              | PROJECT |        | GROSS<br>COST | SUBSIDIES &<br>OTHER RECEIPTS |      | REQUIRED        |                | **FINANCING** |      |      |      |      |
|----------------------------------------|-------------------------------------------------------------------------------------|---------|--------|---------------|-------------------------------|------|-----------------|----------------|---------------|------|------|------|------|
|                                        |                                                                                     | START   | FINISH |               | AMOUNT                        | CODE | 1996 &<br>AFTER | 1991 -<br>1995 | 1991          | 1992 | 1993 | 1994 | 1995 |
| ENVIRONMENTAL SERVICES                 |                                                                                     |         |        |               |                               |      |                 |                |               |      |      |      |      |
| DEPARTMENT OF PUBLIC WORKS - continued |                                                                                     |         |        |               |                               |      |                 |                |               |      |      |      |      |
| 1 079.0                                | NEW EQUIPMENT-25 YD.                                                                | 1993    | 1993   | 95            |                               |      |                 | 95             |               |      | 95   |      |      |
| 2 RCP                                  | HIGH DENSITY<br>REFUSE PACKER<br>(ANNUAL OPERATING<br>COST - \$210,000)             |         |        |               |                               |      |                 |                |               |      |      |      |      |
| 1 081.0                                | NEW EQUIPMENT                                                                       | 1994    | 1994   | 750           |                               |      |                 | 750            |               |      |      | 750  |      |
| 2 DEB                                  | - SNOW BLOWERS<br>- MOUNTED                                                         |         |        |               |                               |      |                 |                |               |      |      |      |      |
| 1 082.0                                | NEW EQUIPMENT                                                                       | 1993    | 1993   | 205           |                               |      |                 | 205            |               |      | 205  |      |      |
| 2 RCP                                  | - VACALL (FOR CATCH<br>BASIN CLEANING)<br>(ANNUAL OPERATING<br>COST - \$101,000)    |         |        |               |                               |      |                 |                |               |      |      |      |      |
| 1 083.0                                | NEW EQUIPMENT                                                                       | 1991    | 1991   | 50            |                               |      |                 | 50             | 50            |      |      |      |      |
| 2 RCP                                  | - SELF MOUNTED &<br>POWERED ROAD DIRECTION<br>(ANNUAL OPERATING<br>COST - \$10,000) |         |        |               |                               |      |                 |                |               |      |      |      |      |

# **CAPITAL BUDGET PROGRAM 1991 - 1995** **ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS**

(000's)

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| CODING                                 | PROJECT<br>DESCRIPTION                 | PROJECT |        | GROSS<br>COST | SUBSIDIES &<br>OTHER RECEIPTS |      | REQUIRED        |                | ** F I N A N C I N G ** |      |      |      |      |
|----------------------------------------|----------------------------------------|---------|--------|---------------|-------------------------------|------|-----------------|----------------|-------------------------|------|------|------|------|
|                                        |                                        | START   | FINISH |               | AMOUNT                        | CODE | 1996 &<br>AFTER | 1991 -<br>1995 | 1991                    | 1992 | 1993 | 1994 | 1995 |
| ENVIRONMENTAL SERVICES                 |                                        |         |        |               |                               |      |                 |                |                         |      |      |      |      |
| DEPARTMENT OF PUBLIC WORKS - continued |                                        |         |        |               |                               |      |                 |                |                         |      |      |      |      |
| 1 084.0                                | NEW EQUIPMENT                          | 1991    | 1992   | 60            |                               |      |                 | 60             | 35                      | 25   |      |      |      |
| 2 RCP                                  | - CONCRETE GRINDER                     |         |        |               |                               |      |                 |                |                         |      |      |      |      |
| 1 085.0                                | CONCRETE RESOURCE                      | 1991    | 1991   | 300           |                               |      |                 | 300            | 300                     |      |      |      |      |
| 2 RCP                                  | RECOVERY PIT                           |         |        |               |                               |      |                 |                |                         |      |      |      |      |
|                                        | - REAR OF B.A.                         |         |        |               |                               |      |                 |                |                         |      |      |      |      |
|                                        | COURT YARD                             |         |        |               |                               |      |                 |                |                         |      |      |      |      |
| 1 087.0                                | BRAMPTON YARD                          | 1994    | 1995   | 1,030         |                               |      |                 | 1,030          |                         |      |      | 500  | 530  |
| 2 DEB                                  | - NEW GARAGE FACILITY                  |         |        |               |                               |      |                 |                |                         |      |      |      |      |
| 1 088.0                                | QUEEN STREET STEPS                     | 1995    | 1995   | 400           |                               |      |                 | 400            |                         |      |      |      | 400  |
| 2 DEB                                  |                                        |         |        |               |                               |      |                 |                |                         |      |      |      |      |
| 1 089.0                                | UPGRADING MAIN-                        | 1993    | 1994   | 100           |                               |      |                 | 100            |                         |      | 50   | 50   |      |
| 2 RCP                                  | TENANCE DEPOTS                         |         |        |               |                               |      |                 |                |                         |      |      |      |      |
| 1 090.0                                | FLEET SERVICES                         | 1991    | 1995   | 112           |                               |      |                 | 112            | 39                      |      |      | 44   | 29   |
| 2 RCP                                  | - SHOP EQUIPMENT                       |         |        |               |                               |      |                 |                |                         |      |      |      |      |
| 1 091.0                                | FLEET SERVICES                         | 1993    | 1995   | 211           |                               |      |                 | 211            |                         |      | 132  |      | 79   |
| 2 RCP                                  | REPAIR EQUIPMENT &<br>STORAGE BUILDING |         |        |               |                               |      |                 |                |                         |      |      |      |      |



# **CAPITAL BUDGET PROGRAM 1991 - 1995** **ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS**

**CODING:**

(000's)

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING                                 | PROJECT<br>DESCRIPTION | PROJECT |        | GROSS<br>COST | SUBSIDIES &<br>OTHER RECEIPTS |      | REQUIRED        |                | **FINANCING** |      |      |       |       |
|----------------------------------------|------------------------|---------|--------|---------------|-------------------------------|------|-----------------|----------------|---------------|------|------|-------|-------|
|                                        |                        | START   | FINISH |               | AMOUNT                        | CODE | 1996 &<br>AFTER | 1991 -<br>1995 | 1991          | 1992 | 1993 | 1994  | 1995  |
| ENVIRONMENTAL SERVICES                 |                        |         |        |               |                               |      |                 |                |               |      |      |       |       |
| DEPARTMENT OF PUBLIC WORKS - continued |                        |         |        |               |                               |      |                 |                |               |      |      |       |       |
| 1 091.5                                | MAJOR MAINTENANCE      | 1991    | 1995   | 250           |                               |      |                 | 250            | 50            |      |      |       | 200   |
| 2 RCP                                  | - GROUNDS              |         |        |               |                               |      |                 |                |               |      |      |       |       |
| SUB-TOTAL                              |                        |         |        | 14,033        | 10,000                        |      | 0               | 4,033          | 694           | 25   | 482  | 1,594 | 1,238 |
| TOTAL ENVIRONMENTAL SERVICES           |                        |         |        | 14,033        | 10,000                        |      | 0               | 4,033          | 694           | 25   | 482  | 1,594 | 1,238 |

# CAPITAL BUDGET PROGRAM 1991 - 1995

## ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

(000's)

## CODING:

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING                               | PROJECT DESCRIPTION                                                                  | PROJECT START | PROJECT FINISH | GROSS COST | SUBSIDIES & OTHER RECEIPTS |      | REQUIRED     |             | ** F I N A N C I N G ** |       |       |      |      |
|--------------------------------------|--------------------------------------------------------------------------------------|---------------|----------------|------------|----------------------------|------|--------------|-------------|-------------------------|-------|-------|------|------|
|                                      |                                                                                      |               |                |            | AMOUNT                     | CODE | 1996 & AFTER | 1991 - 1995 | 1991                    | 1992  | 1993  | 1994 | 1995 |
| RECREATION & CULTURAL SERVICES       |                                                                                      |               |                |            |                            |      |              |             |                         |       |       |      |      |
| DEPARTMENT OF CULTURE AND RECREATION |                                                                                      |               |                |            |                            |      |              |             |                         |       |       |      |      |
| 1 096.0                              | DUNDURN CASTLE                                                                       | 1991          | 1993           | 600        |                            |      |              | 600         | 200                     | 150   | 250   |      |      |
| 2 RCP                                | RESTORATION                                                                          |               |                |            |                            |      |              |             |                         |       |       |      |      |
| 1 097.0                              | HUNTINGTON PARK                                                                      | 1991          | 1993           | 3,200      |                            |      |              | 3,200       | 800                     | 1,100 | 1,300 |      |      |
| 2 DEB                                | RENOVATION/RETROFIT<br>(ANNUAL OPERATING<br>COST - \$200,000)                        |               |                |            |                            |      |              |             |                         |       |       |      |      |
| 1 098.0                              | HAMILTON TENNIS                                                                      | 1991          | 1991           | 300        |                            |      |              | 300         | 300                     |       |       |      |      |
| 2 RCP                                | BUILDING REPLACEMENT<br>AT H.A.A.A. GROUNDS<br>(ANNUAL OPERATING<br>COST - \$20,000) |               |                |            |                            |      |              |             |                         |       |       |      |      |
| 1 099.0                              | WHITEHERN                                                                            | 1991          | 1993           | 500        |                            |      |              | 500         | 100                     | 150   | 250   |      |      |
| 2 RCP                                | RESTORATION                                                                          |               |                |            |                            |      |              |             |                         |       |       |      |      |
| 1 100.0                              | WHITEHERN RENO-                                                                      | 1994          | 1994           | 250        |                            |      |              | 250         |                         |       |       | 250  |      |
| 2 DEB                                | VATION & STABLE<br>CONVERSION                                                        |               |                |            |                            |      |              |             |                         |       |       |      |      |
| 1 101.0                              | STEAM MUSEUM                                                                         | 1994          | 1995           | 500        |                            |      |              | 500         |                         |       |       | 200  | 300  |
| 2 DEB                                | PUMPHOUSE RESTORATION                                                                |               |                |            |                            |      |              |             |                         |       |       |      |      |



# **CAPITAL BUDGET PROGRAM 1991 - 1995** **ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS**

CODING:

(000's)

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(2) METHOD OF FINANCING

| CODING                                           | PROJECT DESCRIPTION                                                   | PROJECT |        | GROSS COST | SUBSIDIES & OTHER RECEIPTS |      | REQUIRED     |             | **FINANCING** |      |      |       |       |
|--------------------------------------------------|-----------------------------------------------------------------------|---------|--------|------------|----------------------------|------|--------------|-------------|---------------|------|------|-------|-------|
|                                                  |                                                                       | START   | FINISH |            | AMOUNT                     | CODE | 1996 & AFTER | 1991 - 1995 | 1991          | 1992 | 1993 | 1994  | 1995  |
| RECREATION & CULTURAL SERVICES                   |                                                                       |         |        |            |                            |      |              |             |               |      |      |       |       |
| DEPARTMENT OF CULTURE AND RECREATION - continued |                                                                       |         |        |            |                            |      |              |             |               |      |      |       |       |
| 1 104.0                                          | DUNDURN COCKPIT                                                       | 1991    | 1993   | 260        |                            |      |              | 260         | 60            | 100  | 100  |       |       |
| 2 RCP                                            | THEATRE RESTORATION                                                   |         |        |            |                            |      |              |             |               |      |      |       |       |
| 1 106.0                                          | CHILDREN'S MUSEUM                                                     | 1995    | 1996   | 3,239      |                            |      | 1,239        | 2,000       |               |      |      |       | 2,000 |
| 2 DEB                                            | REDEVELOPMENT<br>(ANNUAL OPERATING<br>COST - \$80,000)                |         |        |            |                            |      |              |             |               |      |      |       |       |
| 1 107.0                                          | RIVERDALE RECREATION                                                  | 1994    | 1996   | 6,600      |                            |      | 3,000        | 3,600       |               |      |      | 1,600 | 2,000 |
| 2 DEB                                            | CENTRE<br>(ANNUAL OPERATING<br>COST - \$300,000)                      |         |        |            |                            |      |              |             |               |      |      |       |       |
| 1 108.0                                          | HAMILTON                                                              | 1991    | 1995   | 1,000      |                            |      |              | 1,000       | 200           | 150  | 150  | 250   | 250   |
| 2 RPL                                            | PLAYSTRUCTURE<br>DEVELOPMENT<br>(ANNUAL OPERATING<br>COST - \$30,000) |         |        |            |                            |      |              |             |               |      |      |       |       |
| 1 111.0                                          | BENNETTO RECREATION                                                   | 1995    | 1995   | 100        |                            |      |              | 100         |               |      |      |       | 100   |
| 2 RCP                                            | CENTRE - PARKING LOT<br>(ANNUAL OPERATING<br>COST - \$1,000)          |         |        |            |                            |      |              |             |               |      |      |       |       |

# CAPITAL BUDGET PROGRAM 1991 - 1995

## ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

## CODING:

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| CODING                                           | PROJECT DESCRIPTION                                 | PROJECT |        | GROSS COST | SUBSIDIES & OTHER RECEIPTS |      | REQUIRED     |             | ** F I N A N C I N G ** |       |       |       |       |
|--------------------------------------------------|-----------------------------------------------------|---------|--------|------------|----------------------------|------|--------------|-------------|-------------------------|-------|-------|-------|-------|
|                                                  |                                                     | START   | FINISH |            | AMOUNT                     | CODE | 1996 & AFTER | 1991 - 1995 | 1991                    | 1992  | 1993  | 1994  | 1995  |
| RECREATION & CULTURAL SERVICES                   |                                                     |         |        |            |                            |      |              |             |                         |       |       |       |       |
| DEPARTMENT OF CULTURE AND RECREATION - continued |                                                     |         |        |            |                            |      |              |             |                         |       |       |       |       |
| 1 112.0                                          | WADING POOL                                         | 1994    | 1995   | 200        |                            |      |              | 200         |                         |       |       | 100   | 100   |
| 2 RCP                                            | CONVERSIONS                                         |         |        |            |                            |      |              |             |                         |       |       |       |       |
| 1 113.0                                          | RYERSON THERAPEUTIC                                 | 1994    | 1994   | 400        |                            |      |              | 400         |                         |       |       | 400   |       |
| 2 DEB                                            | HOT POOL<br>(ANNUAL OPERATING<br>COST - \$20,000)   |         |        |            |                            |      |              |             |                         |       |       |       |       |
| 1 114.0                                          | CHEDOKE POOL                                        | 1992    | 1992   | 270        |                            |      |              | 270         |                         | 270   |       |       |       |
| 2 RCP                                            | - WASHROOMS<br>(ANNUAL OPERATING<br>COST - \$4,000) |         |        |            |                            |      |              |             |                         |       |       |       |       |
| SUB-TOTAL                                        |                                                     |         |        | 17,419     | 0                          |      | 4,239        | 13,180      | 1,660                   | 1,920 | 2,050 | 2,800 | 4,750 |



# **CAPITAL BUDGET PROGRAM 1991 - 1995** **ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS**

CODING:

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| CODING                         | PROJECT DESCRIPTION    | PROJECT |        | GROSS COST | SUBSIDIES & OTHER RECEIPTS |      | REQUIRED     |             | ** F I N A N C I N G ** |       |      |      |      |
|--------------------------------|------------------------|---------|--------|------------|----------------------------|------|--------------|-------------|-------------------------|-------|------|------|------|
|                                |                        | START   | FINISH |            | AMOUNT                     | CODE | 1996 & AFTER | 1991 - 1995 | 1991                    | 1992  | 1993 | 1994 | 1995 |
| RECREATION & CULTURAL SERVICES |                        |         |        |            |                            |      |              |             |                         |       |      |      |      |
| PUBLIC WORKS - PARKS DIVISION  |                        |         |        |            |                            |      |              |             |                         |       |      |      |      |
| 1 115.0                        | PRIORITY PARK          | 1991    | 1992   | 3,000      |                            |      |              | 3,000       | 1,500                   | 1,500 |      |      |      |
| 2 RPL                          | LAND ACQUISITION       |         |        |            |                            |      |              |             |                         |       |      |      |      |
| 1 117.0                        | CONSTRUCTION AND       | 1991    | 1991   | 114        |                            |      |              | 114         | 114                     |       |      |      |      |
| 2 RCP                          | REPAIR OF PARKING      |         |        |            |                            |      |              |             |                         |       |      |      |      |
|                                | LOTS/PATHWAYS IN       |         |        |            |                            |      |              |             |                         |       |      |      |      |
|                                | VARIOUS PARK LOCATIONS |         |        |            |                            |      |              |             |                         |       |      |      |      |
| 1 118.0                        | CONSTRUCTION AND       | 1995    | 1995   | 170        |                            |      |              | 170         |                         |       |      |      | 170  |
| 2 RCP                          | REPAIR OF PARKING      |         |        |            |                            |      |              |             |                         |       |      |      |      |
|                                | LOTS/PATHWAYS IN       |         |        |            |                            |      |              |             |                         |       |      |      |      |
|                                | VARIOUS PARK LOCATIONS |         |        |            |                            |      |              |             |                         |       |      |      |      |
| 1 119.0                        | CONSTRUCTION AND       | 1994    | 1994   | 170        |                            |      |              | 170         |                         |       |      | 170  |      |
| 2 RCP                          | REPAIR OF PARKING      |         |        |            |                            |      |              |             |                         |       |      |      |      |
|                                | LOTS/PATHWAYS IN       |         |        |            |                            |      |              |             |                         |       |      |      |      |
|                                | VARIOUS PARK LOCATIONS |         |        |            |                            |      |              |             |                         |       |      |      |      |
| 1 120.0                        | PARK DEVELOPMENT &     | 1991    | 1991   | 1,214      |                            |      |              | 1,214       | 1,214                   |       |      |      |      |
| 2 RPL                          | REDEVELOPMENT BY       |         |        |            |                            |      |              |             |                         |       |      |      |      |
|                                | PRIORITY               |         |        |            |                            |      |              |             |                         |       |      |      |      |
|                                | (ANNUAL OPERATING      |         |        |            |                            |      |              |             |                         |       |      |      |      |
|                                | COST - \$36,000)       |         |        |            |                            |      |              |             |                         |       |      |      |      |

# **CAPITAL BUDGET PROGRAM 1991 - 1995** **ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS**

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| CODING                                    | PROJECT DESCRIPTION                                          | PROJECT START | PROJECT FINISH | GROSS COST | SUBSIDIES & OTHER RECEIPTS |      | REQUIRED     |             | **FINANCING** |      |      |       |       |
|-------------------------------------------|--------------------------------------------------------------|---------------|----------------|------------|----------------------------|------|--------------|-------------|---------------|------|------|-------|-------|
|                                           |                                                              |               |                |            | AMOUNT                     | CODE | 1996 & AFTER | 1991 - 1995 | 1991          | 1992 | 1993 | 1994  | 1995  |
| RECREATION & CULTURAL SERVICES            |                                                              |               |                |            |                            |      |              |             |               |      |      |       |       |
| PUBLIC WORKS - PARKS DIVISION - continued |                                                              |               |                |            |                            |      |              |             |               |      |      |       |       |
| 1 121.0                                   | PARK DEVELOPMENT &                                           | 1992          | 1995           | 4,800      |                            |      |              | 4,800       |               | 500  | 500  | 1,900 | 1,900 |
| 2 RPL                                     | REDEVELOPMENT BY PRIORITY (ANNUAL OPERATING COST - \$40,000) |               |                |            |                            |      |              |             |               |      |      |       |       |
| 1 122.0                                   | IVOR WYNNE STADIUM -                                         | 1991          | 1991           | 159        |                            |      |              | 159         | 159           |      |      |       |       |
| 2 RCP                                     | RENOVATIONS & REPAIRS                                        |               |                |            |                            |      |              |             |               |      |      |       |       |
| 1 123.0                                   | IVOR WYNNE STADIUM -                                         | 1992          | 1992           | 166        |                            |      |              | 166         |               | 166  |      |       |       |
| 2 RCP                                     | RENOVATIONS & REPAIRS                                        |               |                |            |                            |      |              |             |               |      |      |       |       |
| 1 124.0                                   | IVOR WYNNE STADIUM -                                         | 1993          | 1993           | 90         |                            |      |              | 90          |               |      | 90   |       |       |
| 2 RCP                                     | RENOVATIONS & REPAIRS                                        |               |                |            |                            |      |              |             |               |      |      |       |       |
| 1 125.0                                   | IVOR WYNNE STADIUM -                                         | 1994          | 1994           | 250        |                            |      |              | 250         |               |      |      | 250   |       |
| 2 RCP                                     | RENOVATIONS & REPAIRS                                        |               |                |            |                            |      |              |             |               |      |      |       |       |
| 1 126.0                                   | IVOR WYNNE STADIUM -                                         | 1995          | 1995           | 150        |                            |      |              | 150         |               |      |      |       | 150   |
| 2 RCP                                     | RENOVATIONS & REPAIRS                                        |               |                |            |                            |      |              |             |               |      |      |       |       |
| 1 127.0                                   | IVOR WYNNE STADIUM                                           | 1991          | 1991           | 52         |                            |      |              | 52          | 52            |      |      |       |       |
| 2 RCP                                     | - REPLACE LIGHTING                                           |               |                |            |                            |      |              |             |               |      |      |       |       |



# **CAPITAL BUDGET PROGRAM 1991 - 1995** **ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS**

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| CODING                                    | PROJECT                                                             |       | GROSS | SUBSIDIES & |      | REQUIRED       |        | **FINANCING** |      |       |      |      |
|-------------------------------------------|---------------------------------------------------------------------|-------|-------|-------------|------|----------------|--------|---------------|------|-------|------|------|
|                                           | DESCRIPTION                                                         | START |       | FINISH      | COST | OTHER RECEIPTS | 1996 & | 1991 -        | 1991 | 1992  | 1993 | 1994 |
| RECREATION & CULTURAL SERVICES            |                                                                     |       |       |             |      |                |        |               |      |       |      |      |
| PUBLIC WORKS - PARKS DIVISION - continued |                                                                     |       |       |             |      |                |        |               |      |       |      |      |
| 1 128.0                                   | IVOR WYNNE STADIUM                                                  | 1992  | 1992  | 1,405       |      |                |        | 1,405         |      | 1,405 |      |      |
| 2 DEB                                     | - ARTIFICIAL TURF REPLACEMENT                                       |       |       |             |      |                |        |               |      |       |      |      |
| 1 131.0                                   | VICTORIA PARK                                                       | 1991  | 1991  | 55          |      |                |        | 55            | 55   |       |      |      |
| 2 RPL                                     | - FLOODLIGHTING (ANNUAL OPERATING COST - \$3,000)                   |       |       |             |      |                |        |               |      |       |      |      |
| 1 132.0                                   | MOHAWK SPORTS PARK                                                  | 1991  | 1991  | 470         |      |                |        | 470           | 470  |       |      |      |
| 2 DEB                                     | - FLOODLIGHTING & BLEACHERS-TRACK (ANNUAL OPERATING COST - \$3,000) |       |       |             |      |                |        |               |      |       |      |      |
| 1 133.0                                   | MOHAWK SPORTS PARK                                                  | 1995  | 1995  | 130         |      |                |        | 130           |      |       |      | 130  |
| 2 DEB                                     | - UPGRADING (ANNUAL OPERATING COST - \$3,000)                       |       |       |             |      |                |        |               |      |       |      |      |

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| CODING                                    | PROJECT DESCRIPTION                                        | PROJECT |        | GROSS COST | SUBSIDIES & OTHER RECEIPTS |      | REQUIRED     |             | ** F I N A N C I N G ** |      |      |      |      |
|-------------------------------------------|------------------------------------------------------------|---------|--------|------------|----------------------------|------|--------------|-------------|-------------------------|------|------|------|------|
|                                           |                                                            | START   | FINISH |            | AMOUNT                     | CODE | 1996 & AFTER | 1991 - 1995 | 1991                    | 1992 | 1993 | 1994 | 1995 |
| RECREATION & CULTURAL SERVICES            |                                                            |         |        |            |                            |      |              |             |                         |      |      |      |      |
| PUBLIC WORKS - PARKS DIVISION - continued |                                                            |         |        |            |                            |      |              |             |                         |      |      |      |      |
| 1 134.0                                   | MOHAWK SPORTS PARK                                         | 1995    | 1995   | 242        |                            |      |              | 242         |                         |      |      |      | 242  |
| 2 DEB                                     | - UPGRADING<br>(ANNUAL OPERATING<br>COST - \$6,000)        |         |        |            |                            |      |              |             |                         |      |      |      |      |
| 1 135.0                                   | MOHAWK SPORTS PARK                                         | 1993    | 1993   | 250        |                            |      |              | 250         |                         |      | 250  |      |      |
| 2 DEB                                     | - PARKING LOTS                                             |         |        |            |                            |      |              |             |                         |      |      |      |      |
| 1 136.0                                   | KINGS' FOREST GOLF                                         | 1992    | 1994   | 250        |                            |      |              | 250         |                         | 80   | 80   | 90   |      |
| 2 RCP                                     | COURSE IMPROVEMENTS<br>- IRRIGATION                        |         |        |            |                            |      |              |             |                         |      |      |      |      |
| 1 138.0                                   | CHEDOKE GOLF COURSE                                        | 1991    | 1992   | 60         |                            |      |              | 60          | 10                      | 50   |      |      |      |
| 2 RCP                                     | - REPAIR TO GABION<br>WALL                                 |         |        |            |                            |      |              |             |                         |      |      |      |      |
| 1 139.                                    | GAGE PARK - PATHWAY                                        | 1991    | 1991   | 31         |                            |      |              | 31          | 31                      |      |      |      |      |
| 2 RPL                                     | LIGHTING PHASE III<br>(ANNUAL OPERATING<br>COST - \$1,000) |         |        |            |                            |      |              |             |                         |      |      |      |      |



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| CODING                                    | PROJECT DESCRIPTION                                                    | PROJECT |        | GROSS COST | SUBSIDIES & OTHER RECEIPTS |      | REQUIRED     |             | **FINANCING** |      |      |      |      |
|-------------------------------------------|------------------------------------------------------------------------|---------|--------|------------|----------------------------|------|--------------|-------------|---------------|------|------|------|------|
|                                           |                                                                        | START   | FINISH |            | AMOUNT                     | CODE | 1996 & AFTER | 1991 - 1995 | 1991          | 1992 | 1993 | 1994 | 1995 |
| RECREATION & CULTURAL SERVICES            |                                                                        |         |        |            |                            |      |              |             |               |      |      |      |      |
| PUBLIC WORKS - PARKS DIVISION - continued |                                                                        |         |        |            |                            |      |              |             |               |      |      |      |      |
| 1 140.0                                   | GAGE PARK -                                                            | 1995    | 1995   | 60         |                            |      |              | 60          |               |      |      |      |      |
| 2 RPL                                     | RECONSTRUCTION OF CARPET BEDS                                          |         |        |            |                            |      |              |             |               |      |      |      | 60   |
| 1 142.0                                   | BRIAN TIMMIS STADIUM                                                   | 1993    | 1993   | 334        |                            |      |              | 334         |               |      | 334  |      |      |
| 2 RCP                                     | UTILITY BUILDING CONSTRUCTION (ANNUAL OPERATING COST - \$7,000)        |         |        |            |                            |      |              |             |               |      |      |      |      |
| 1 143.0                                   | EASTWOOD PARK                                                          | 1992    | 1992   | 114        |                            |      |              | 114         |               | 114  |      |      |      |
| 2 RPL                                     | - BALL DIAMOND FLOODLIGHTING/FENCING (ANNUAL OPERATING COST - \$3,000) |         |        |            |                            |      |              |             |               |      |      |      |      |
| 1 144.0                                   | SACKVILLE HILL                                                         | 1995    | 1995   | 100        |                            |      |              | 100         |               |      |      |      |      |
| 2 RCP                                     | - UPGRADING TRACK                                                      |         |        |            |                            |      |              |             |               |      |      |      | 100  |

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|                                           |                                                          |                  |                   | SUBSIDIES &   |                          | REQUIRED |                 | ** F I N A N C I N G ** |       |       |       |       |       |
|-------------------------------------------|----------------------------------------------------------|------------------|-------------------|---------------|--------------------------|----------|-----------------|-------------------------|-------|-------|-------|-------|-------|
| CODING                                    | PROJECT<br>DESCRIPTION                                   | PROJECT<br>START | PROJECT<br>FINISH | GROSS<br>COST | OTHER RECEIPTS<br>AMOUNT | CODE     | 1996 &<br>AFTER | 1991 -<br>1995          | 1991  | 1992  | 1993  | 1994  | 1995  |
| RECREATION & CULTURAL SERVICES            |                                                          |                  |                   |               |                          |          |                 |                         |       |       |       |       |       |
| PUBLIC WORKS - PARKS DIVISION - continued |                                                          |                  |                   |               |                          |          |                 |                         |       |       |       |       |       |
| 1 144.5                                   | PIER FOUR PARK                                           | 1991             | 1991              | 1,000         |                          |          |                 | 1,000                   | 1,000 |       |       |       |       |
| 2 RCP-H                                   | - HARBOUR FRONT<br>(ANNUAL OPERATING<br>COST - \$40,000) |                  |                   |               |                          |          |                 |                         |       |       |       |       |       |
| SUB-TOTAL                                 |                                                          |                  |                   | 14,836        | 0                        |          | 0               | 14,836                  | 4,605 | 3,815 | 1,254 | 2,410 | 2,752 |



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| CODING                         | PROJECT<br>DESCRIPTION                                     | PROJECT |        | GROSS<br>COST | SUBSIDIES &<br>OTHER RECEIPTS |      | REQUIRED        |                | **FINANCING** |      |      |      |      |
|--------------------------------|------------------------------------------------------------|---------|--------|---------------|-------------------------------|------|-----------------|----------------|---------------|------|------|------|------|
|                                |                                                            | START   | FINISH |               | AMOUNT                        | CODE | 1996 &<br>AFTER | 1991 -<br>1995 | 1991          | 1992 | 1993 | 1994 | 1995 |
| RECREATION & CULTURAL SERVICES |                                                            |         |        |               |                               |      |                 |                |               |      |      |      |      |
| H.E.C.F.I. - CORPORATE         |                                                            |         |        |               |                               |      |                 |                |               |      |      |      |      |
| 1 145.0                        | AUTOMATED FACILITY                                         | 1991    | 1991   | 75            |                               |      |                 | 75             | 75            |      |      |      |      |
| 2 RCP-H                        | MANAGEMENT SYSTEM<br>(ANNUAL OPERATING<br>COST - \$50,000) |         |        |               |                               |      |                 |                |               |      |      |      |      |
| SUB-TOTAL                      |                                                            |         |        | 75            | 0                             |      | 0               | 75             | 75            | 0    | 0    | 0    | 0    |
| H.E.C.F.I. - COPPS COLISEUM    |                                                            |         |        |               |                               |      |                 |                |               |      |      |      |      |
| 1 148.0                        | VARIOUS CAPITAL                                            | 1991    | 1994   | 250           |                               |      |                 | 250            | 75            | 75   | 50   | 50   |      |
| 2 RCP-H                        | REVISIONS/REPLACEMENTS<br>FOR BUILDING & EQUIPMENT         |         |        |               |                               |      |                 |                |               |      |      |      |      |
| SUB-TOTAL                      |                                                            |         |        | 250           | 0                             |      | 0               | 250            | 75            | 75   | 50   | 50   | 0    |

# CAPITAL BUDGET PROGRAM 1991 - 1995

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| CODING                                  | PROJECT DESCRIPTION                            | PROJECT |        | GROSS COST | SUBSIDIES & OTHER RECEIPTS |      | REQUIRED     |             | **FINANCING** |      |      |      |      |
|-----------------------------------------|------------------------------------------------|---------|--------|------------|----------------------------|------|--------------|-------------|---------------|------|------|------|------|
|                                         |                                                | START   | FINISH |            | AMOUNT                     | CODE | 1996 & AFTER | 1991 - 1995 | 1991          | 1992 | 1993 | 1994 | 1995 |
| RECREATION & CULTURAL SERVICES          |                                                |         |        |            |                            |      |              |             |               |      |      |      |      |
| H.E.C.F.I. - HAMILTON PLACE             |                                                |         |        |            |                            |      |              |             |               |      |      |      |      |
| 1 158.0                                 | STUDIO THEATRE                                 | 1991    | 1993   | 250        |                            |      |              | 250         | 80            | 32   | 138  |      |      |
| 2 RCP-H                                 | EQUIPMENT AND CHAIRS                           |         |        |            |                            |      |              |             |               |      |      |      |      |
| 1 159.0                                 | GREAT HALL SOUND                               | 1991    | 1993   | 583        |                            |      |              | 583         | 83            |      | 500  |      |      |
| 2 RCP-H                                 | & LIGHTING EQUIPMENT.<br>& CHAIRS (MECHANICAL) |         |        |            |                            |      |              |             |               |      |      |      |      |
| 1 160.0                                 | VARIOUS EQUIPMENT                              | 1991    | 1993   | 175        |                            |      |              | 175         | 65            | 50   | 60   |      |      |
| 2 RCP-H                                 | AND RENOVATIONS                                |         |        |            |                            |      |              |             |               |      |      |      |      |
| SUB-TOTAL                               |                                                |         |        | 1,008      | 0                          |      | 0            | 1,008       | 228           | 82   | 698  | 0    | 0    |
| H.E.C.F.I. - HAMILTON CONVENTION CENTRE |                                                |         |        |            |                            |      |              |             |               |      |      |      |      |
| 1 174.0                                 | EQUIPMENT &                                    | 1991    | 1995   | 200        |                            |      |              | 200         | 10            | 50   | 75   | 40   | 25   |
| 2 RCP-H                                 | RENOVATIONS                                    |         |        |            |                            |      |              |             |               |      |      |      |      |
| SUB-TOTAL                               |                                                |         |        | 200        | 0                          |      | 0            | 200         | 10            | 50   | 75   | 40   | 25   |
| H.E.C.F.I. SUB-TOTAL                    |                                                |         |        | 1,533      | 0                          |      | 0            | 1,533       | 388           | 207  | 823  | 90   | 25   |



# **CAPITAL BUDGET PROGRAM 1991 - 1995** **ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS**

CODING:

(000's)

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING                         | PROJECT DESCRIPTION                                                                         | PROJECT |        | GROSS COST | SUBSIDIES & OTHER RECEIPTS |      | REQUIRED     |             | **FINANCING** |      |      |      |      |
|--------------------------------|---------------------------------------------------------------------------------------------|---------|--------|------------|----------------------------|------|--------------|-------------|---------------|------|------|------|------|
|                                |                                                                                             | START   | FINISH |            | AMOUNT                     | CODE | 1996 & AFTER | 1991 - 1995 | 1991          | 1992 | 1993 | 1994 | 1995 |
| RECREATION & CULTURAL SERVICES |                                                                                             |         |        |            |                            |      |              |             |               |      |      |      |      |
| CENTRAL UTILITIES PLANT        |                                                                                             |         |        |            |                            |      |              |             |               |      |      |      |      |
| 1 150.0                        | CITY HALL - FAN                                                                             | 1991    | 1993   | 150        |                            |      |              | 150         | 90            |      | 60   |      |      |
| 2 RCP                          | PLENUM RETROFIT                                                                             |         |        |            |                            |      |              |             |               |      |      |      |      |
| 1 151.0                        | HAMILTON CONVENTION                                                                         | 1991    | 1991   | 25         |                            |      |              | 25          | 25            |      |      |      |      |
| 2 RCP                          | CENTRE - LIGHTING CONTROL                                                                   |         |        |            |                            |      |              |             |               |      |      |      |      |
| 1 152.0                        | CITY HALL -                                                                                 | 1991    | 1991   | 50         |                            |      |              | 50          | 50            |      |      |      |      |
| 2 RCP                          | ADDITIONAL TRANSFORMER                                                                      |         |        |            |                            |      |              |             |               |      |      |      |      |
| 1 153.0                        | VARIOUS CAPITAL                                                                             | 1991    | 1995   | 350        |                            |      |              | 350         | 70            | 70   | 70   | 70   | 70   |
| 2 RCP                          | REPLACEMENTS/REVISIONS; AND NEW EQUIPMENT                                                   |         |        |            |                            |      |              |             |               |      |      |      |      |
| 1 154.0                        | COPPS COLISEUM -                                                                            | 1994    | 1994   | 190        |                            |      |              | 190         |               |      |      | 190  |      |
| 2 RCP                          | STEAM TO HOT WATER CONVERSION                                                               |         |        |            |                            |      |              |             |               |      |      |      |      |
| 1 155.0                        | CITY HALL -                                                                                 | 1992    | 1992   | 100        |                            |      |              | 100         |               | 100  |      |      |      |
| 2 RCP                          | PROVISION OF STAND ALONE BOILERS FOR HOT WATER GENERATION (ANNUAL OPERATING COST - \$8,000) |         |        |            |                            |      |              |             |               |      |      |      |      |

# **CAPITAL BUDGET PROGRAM 1991 - 1995** **ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS**

CODING:

(000's)

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING                              | PROJECT DESCRIPTION                                     | PROJECT |        | GROSS COST | SUBSIDIES & OTHER RECEIPTS |      | REQUIRED     |             | **FINANCING** |      |      |      |      |
|-------------------------------------|---------------------------------------------------------|---------|--------|------------|----------------------------|------|--------------|-------------|---------------|------|------|------|------|
|                                     |                                                         | START   | FINISH |            | AMOUNT                     | CODE | 1996 & AFTER | 1991 - 1995 | 1991          | 1992 | 1993 | 1994 | 1995 |
| RECREATION & CULTURAL SERVICES      |                                                         |         |        |            |                            |      |              |             |               |      |      |      |      |
| CENTRAL UTILITIES PLANT - continued |                                                         |         |        |            |                            |      |              |             |               |      |      |      |      |
| 1 156.0                             | BUILDING AUTOMATION                                     | 1995    | 1995   | 150        |                            |      |              | 150         |               |      |      |      | 150  |
| 2 RCP                               | SYSTEM UPGRADE<br>(ANNUAL OPERATING<br>COST - \$10,000) |         |        |            |                            |      |              |             |               |      |      |      |      |
| SUB-TOTAL                           |                                                         |         |        | 1,015      | 0                          |      | 0            | 1,015       | 235           | 170  | 130  | 260  | 220  |



# **CAPITAL BUDGET PROGRAM 1991 - 1995** **ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS**

**CODING:**

(000's)

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING                         | PROJECT<br>DESCRIPTION                                                    | PROJECT |        | GROSS<br>COST | SUBSIDIES &<br>OTHER RECEIPTS |      | REQUIRED        |                | **FINANCING** |      |      |      |      |
|--------------------------------|---------------------------------------------------------------------------|---------|--------|---------------|-------------------------------|------|-----------------|----------------|---------------|------|------|------|------|
|                                |                                                                           | START   | FINISH |               | AMOUNT                        | CODE | 1996 &<br>AFTER | 1991 -<br>1995 | 1991          | 1992 | 1993 | 1994 | 1995 |
| RECREATION & CULTURAL SERVICES |                                                                           |         |        |               |                               |      |                 |                |               |      |      |      |      |
| HAMILTON PUBLIC LIBRARY BOARD  |                                                                           |         |        |               |                               |      |                 |                |               |      |      |      |      |
| 1 162.0                        | OFFICE AUTOMATION                                                         | 1991    | 1991   | 75            |                               |      |                 | 75             | 75            |      |      |      |      |
| 2 RCP-L                        | - 1991 PHASE<br>(ANNUAL OPERATING<br>COST - \$6,000)                      |         |        |               |                               |      |                 |                |               |      |      |      |      |
| 1 163.0                        | OFFICE AUTOMATION                                                         | 1992    | 1992   | 81            |                               |      |                 | 81             |               | 81   |      |      |      |
| 2 RCP-L                        | - 1992 PHASE<br>(ANNUAL OPERATING<br>COST - \$6,000)                      |         |        |               |                               |      |                 |                |               |      |      |      |      |
| 1 164.0                        | AUTOMATION &                                                              | 1991    | 1991   | 223           |                               |      |                 | 223            | 223           |      |      |      |      |
| 2 RCP-L                        | COLLECTION ACCESS<br>- PHASE III<br>(ANNUAL OPERATING<br>COST - \$25,000) |         |        |               |                               |      |                 |                |               |      |      |      |      |
| 1 165.0                        | AUTOMATION &                                                              | 1992    | 1992   | 151           |                               |      |                 | 151            |               | 151  |      |      |      |
| 2 RCP-L                        | COLLECTION ACCESS<br>- PHASE IV<br>(ANNUAL OPERATING<br>COST - \$23,000)  |         |        |               |                               |      |                 |                |               |      |      |      |      |

# CAPITAL BUDGET PROGRAM 1991 - 1995

## ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

CODING:

(000's)

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING                                    | PROJECT DESCRIPTION                                                       | PROJECT |        | GROSS COST | SUBSIDIES & OTHER RECEIPTS |      | REQUIRED     |             | ** F I N A N C I N G ** |      |      |      |      |
|-------------------------------------------|---------------------------------------------------------------------------|---------|--------|------------|----------------------------|------|--------------|-------------|-------------------------|------|------|------|------|
|                                           |                                                                           | START   | FINISH |            | AMOUNT                     | CODE | 1996 & AFTER | 1991 - 1995 | 1991                    | 1992 | 1993 | 1994 | 1995 |
| RECREATION & CULTURAL SERVICES            |                                                                           |         |        |            |                            |      |              |             |                         |      |      |      |      |
| HAMILTON PUBLIC LIBRARY BOARD - continued |                                                                           |         |        |            |                            |      |              |             |                         |      |      |      |      |
| 1 166.0                                   | AUTOMATION &                                                              | 1993    | 1993   | 157        |                            |      |              | 157         |                         |      | 157  |      |      |
| 2 RCP-L                                   | COLLECTION ACCESS<br>- PHASE V<br>(ANNUAL OPERATING<br>COST - \$12,000)   |         |        |            |                            |      |              |             |                         |      |      |      |      |
| 1 167.0                                   | AUTOMATION &                                                              | 1994    | 1994   | 230        |                            |      |              | 230         |                         |      |      | 230  |      |
| 2 RCP-L                                   | COLLECTION ACCESS<br>- PHASE VI<br>(ANNUAL OPERATING<br>COST - \$13,000)  |         |        |            |                            |      |              |             |                         |      |      |      |      |
| 1 168.0                                   | AUTOMATION &                                                              | 1995    | 1995   | 176        |                            |      |              | 176         |                         |      |      |      | 176  |
| 2 RCP-L                                   | COLLECTION ACCESS<br>- PHASE VII<br>(ANNUAL OPERATING<br>COST - \$14,000) |         |        |            |                            |      |              |             |                         |      |      |      |      |
| 1 170.0                                   | CONCESSION LIBRARY                                                        | 1993    | 1993   | 100        |                            |      |              | 100         |                         |      | 100  |      |      |
| 2 RPP                                     | - EXPANSION<br>- LAND ACQUISITION                                         |         |        |            |                            |      |              |             |                         |      |      |      |      |



# **CAPITAL BUDGET PROGRAM 1991 - 1995** **ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS**

CODING:

(000's)

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING                                    | PROJECT<br>DESCRIPTION                                              | PROJECT |        | GROSS<br>COST | SUBSIDIES &<br>OTHER RECEIPTS |      | REQUIRED        |                | ** F I N A N C I N G ** |       |       |       |       |
|-------------------------------------------|---------------------------------------------------------------------|---------|--------|---------------|-------------------------------|------|-----------------|----------------|-------------------------|-------|-------|-------|-------|
|                                           |                                                                     | START   | FINISH |               | AMOUNT                        | CODE | 1996 &<br>AFTER | 1991 -<br>1995 | 1991                    | 1992  | 1993  | 1994  | 1995  |
| RECREATION & CULTURAL SERVICES            |                                                                     |         |        |               |                               |      |                 |                |                         |       |       |       |       |
| HAMILTON PUBLIC LIBRARY BOARD - continued |                                                                     |         |        |               |                               |      |                 |                |                         |       |       |       |       |
| 1 170.1                                   | CONCESSION LIBRARY                                                  | 1995    | 1995   | 1,390         |                               |      |                 | 1,390          |                         |       |       |       | 1,390 |
| 2 DEB                                     | - EXPANSION - CONSTRUCTION<br>(ANNUAL OPERATING<br>COST - \$34,000) |         |        |               |                               |      |                 |                |                         |       |       |       |       |
| 1 172.0                                   | COLLECTION                                                          | 1995    | 1999   | 1,482         |                               |      | 1,211           | 271            |                         |       |       |       | 271   |
| 2 DEB                                     | DEVELOPMENT                                                         |         |        |               |                               |      |                 |                |                         |       |       |       |       |
| SUB-TOTAL                                 |                                                                     |         |        | 4,065         | 0                             |      | 1,211           | 2,854          | 298                     | 232   | 257   | 230   | 1,837 |
| TOTAL RECREATION & CULTURAL SERVICES      |                                                                     |         |        | 38,868        | 0                             |      | 5,450           | 33,418         | 7,186                   | 6,344 | 4,514 | 5,790 | 9,584 |

# CAPITAL BUDGET PROGRAM 1991 - 1995

## ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

CODING:

(000's)

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING                           | PROJECT DESCRIPTION                                                                | PROJECT START | PROJECT FINISH | GROSS COST | SUBSIDIES & OTHER RECEIPTS |      | REQUIRED     |             | ** F I N A N C I N G ** |      |      |      |       |
|----------------------------------|------------------------------------------------------------------------------------|---------------|----------------|------------|----------------------------|------|--------------|-------------|-------------------------|------|------|------|-------|
|                                  |                                                                                    |               |                |            | AMOUNT                     | CODE | 1996 & AFTER | 1991 - 1995 | 1991                    | 1992 | 1993 | 1994 | 1995  |
| PLANNING AND DEVELOPMENT         |                                                                                    |               |                |            |                            |      |              |             |                         |      |      |      |       |
| PUBLIC WORKS - COMMUNITY RENEWAL |                                                                                    |               |                |            |                            |      |              |             |                         |      |      |      |       |
| 1 175.0                          | FERGUSON AVENUE                                                                    | 1993          | 1993           | 100        |                            |      |              | 100         |                         |      | 100  |      |       |
| 2 RCP                            | REVITALIZATION<br>- CONSULTANT                                                     |               |                |            |                            |      |              |             |                         |      |      |      |       |
| 1 176.0                          | FERGUSON AVENUE                                                                    | 1994          | 1995           | 1,575      |                            |      |              | 1,575       |                         |      |      | 446  | 1,129 |
| 2 DEB                            | REVITALIZATION<br>- IMPLEMENTATION<br>(ANNUAL OPERATING<br>COST - \$10,000)        |               |                |            |                            |      |              |             |                         |      |      |      |       |
| 1 177.0                          | CENTRAL/BEASLEY                                                                    | 1991          | 1994           | 1,600      | 800                        | P    |              | 800         | 100                     | 100  | 200  | 400  |       |
| 2 DEB                            | PRIDE, HOUSING<br>INTENSIFICATION PROGRAM<br>(ANNUAL OPERATING<br>COST - \$35,000) |               |                |            |                            |      |              |             |                         |      |      |      |       |
| 1 178.0                          | CROWN POINT                                                                        | 1993          | 1994           | 800        | 400                        |      |              | 400         |                         |      | 100  | 300  |       |
| 2 DEB                            | EAST/MCANULTY PRIDE<br>PROGRAM; PHASE I<br>(ANNUAL OPERATING<br>COST - \$25,000)   |               |                |            |                            |      |              |             |                         |      |      |      |       |



# CAPITAL BUDGET PROGRAM 1991 - 1995

## ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

CODING:

(000's)

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING                                       | PROJECT DESCRIPTION                                                      | PROJECT |        | GROSS COST | SUBSIDIES & OTHER RECEIPTS |      | REQUIRED     |             | **FINANCING** |      |      |       |       |
|----------------------------------------------|--------------------------------------------------------------------------|---------|--------|------------|----------------------------|------|--------------|-------------|---------------|------|------|-------|-------|
|                                              |                                                                          | START   | FINISH |            | AMOUNT                     | CODE | 1996 & AFTER | 1991 - 1995 | 1991          | 1992 | 1993 | 1994  | 1995  |
| PLANNING AND DEVELOPMENT                     |                                                                          |         |        |            |                            |      |              |             |               |      |      |       |       |
| PUBLIC WORKS - COMMUNITY RENEWAL - continued |                                                                          |         |        |            |                            |      |              |             |               |      |      |       |       |
| 1 179.0                                      | CROWN POINT                                                              | 1993    | 1995   | 800        | 400                        |      |              | 400         |               |      | 100  | 100   | 200   |
| 2 DEB                                        | EAST/MCANULTY PRIDE PROGRAM; PHASE II (ANNUAL OPERATING COST - \$25,000) |         |        |            |                            |      |              |             |               |      |      |       |       |
| 1 181.0                                      | HAMILTON BEACH                                                           | 1994    | 1996   | 800        | 400                        |      | 100          | 300         |               |      |      | 100   | 200   |
| 2 DEB                                        | PRIDE PROGRAM (ANNUAL OPERATING COST - \$27,000)                         |         |        |            |                            |      |              |             |               |      |      |       |       |
| 1 182.0                                      | STIPELEY SOUTH                                                           | 1995    | 1998   | 800        | 400                        |      | 300          | 100         |               |      |      |       | 100   |
| 2 DEB                                        | NEIGHBOURHOOD PRIDE PROGRAMME (ANNUAL OPERATING COST - \$27,000)         |         |        |            |                            |      |              |             |               |      |      |       |       |
| SUB-TOTAL                                    |                                                                          |         |        | 6,475      | 2,400                      |      | 400          | 3,675       | 100           | 100  | 500  | 1,346 | 1,625 |
| TOTAL PLANNING AND DEVELOPMENT               |                                                                          |         |        | 6,475      | 2,400                      |      | 400          | 3,675       | 100           | 100  | 500  | 1,346 | 1,625 |

# **CAPITAL BUDGET PROGRAM 1991 - 1995** **ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS**

(000's)

CODING:

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING                  | PROJECT<br>DESCRIPTION | PROJECT |        | GROSS<br>COST | SUBSIDIES &<br>OTHER RECEIPTS |      | REQUIRED        |                | **FINANCING** |        |        |        |        |
|-------------------------|------------------------|---------|--------|---------------|-------------------------------|------|-----------------|----------------|---------------|--------|--------|--------|--------|
|                         |                        | START   | FINISH |               | AMOUNT                        | CODE | 1996 &<br>AFTER | 1991 -<br>1995 | 1991          | 1992   | 1993   | 1994   | 1995   |
| CAPITAL CONTINGENCY     |                        |         |        |               |                               |      |                 |                |               |        |        |        |        |
| 1 184.0                 | 1991 - 1995 CAPITAL    | 1991    | 1995   | 7,855         |                               |      |                 | 7,855          | 448           | 1,733  | 1,674  | 2,000  | 2,000  |
| 2 RCP                   | CONTINGENCY            |         |        |               |                               |      |                 |                |               |        |        |        |        |
| 1 184.1                 | 1991 - 1995 CAPITAL    | 1991    | 1995   | 593           |                               |      |                 | 593            |               | 267    | 326    |        |        |
| 2 CL                    | CONTINGENCY            |         |        |               |                               |      |                 |                |               |        |        |        |        |
| SUB-TOTAL               |                        |         |        | 8,448         | 0                             |      | 0               | 8,448          | 448           | 2,000  | 2,000  | 2,000  | 2,000  |
| TOTAL MUNICIPAL GENERAL |                        |         |        | 204,059       | 64,549                        |      | 7,050           | 132,460        | 23,787        | 25,522 | 18,441 | 26,146 | 38,564 |



**CAPITAL BUDGET PROGRAM 1991 - 1995**  
**ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS**  
 (000's)

## CODING:

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING                                                 | PROJECT DESCRIPTION                   | PROJECT |        | GROSS COST | SUBSIDIES & OTHER RECEIPTS |       | REQUIRED     |             | ** F I N A N C I N G ** |       |       |       |       |
|--------------------------------------------------------|---------------------------------------|---------|--------|------------|----------------------------|-------|--------------|-------------|-------------------------|-------|-------|-------|-------|
|                                                        |                                       | START   | FINISH |            | AMOUNT                     | CODE  | 1996 & AFTER | 1991 - 1995 | 1991                    | 1992  | 1993  | 1994  | 1995  |
| PROCEEDS FROM CAPITAL LEVY, RESERVES AND RESERVE FUNDS |                                       |         |        |            |                            |       |              |             |                         |       |       |       |       |
| CAPITAL LEVY                                           |                                       |         |        |            |                            |       |              |             |                         |       |       |       |       |
| 1 22002                                                | CAPITAL LEVY                          | 1991    | 1995   |            | 30,609                     | CL    |              | 30,609      | 5,970                   | 6,045 | 6,121 | 6,198 | 6,275 |
| 2                                                      | CL                                    |         |        |            |                            |       |              |             |                         |       |       |       |       |
| SUB-TOTAL                                              |                                       |         |        |            | 30,609                     |       | 0            | 30,609      | 5,970                   | 6,045 | 6,121 | 6,198 | 6,275 |
| RESERVES AND RESERVE FUNDS                             |                                       |         |        |            |                            |       |              |             |                         |       |       |       |       |
| 1 CH102                                                | RESERVE FOR                           | 1991    | 1993   |            | 4,700                      | RPP   |              | 4,700       | 3,400                   | 600   | 700   |       |       |
| 2 RPP                                                  | PROPERTY PURCHASE                     |         |        |            |                            |       |              |             |                         |       |       |       |       |
| 1 CH203                                                | RESERVE FOR CAPITAL                   | 1991    | 1995   |            | 30,883                     | RCP   |              | 30,883      | 5,951                   | 5,599 | 6,160 | 5,823 | 7,350 |
| 2 RCP                                                  | PROJECTS - GENERAL                    |         |        |            |                            |       |              |             |                         |       |       |       |       |
| 1 CH107                                                | RESERVE -CITY'S SHARE                 | 1991    | 1995   |            | 1,000                      | RSTUL |              | 1,000       | 1,000                   |       |       |       |       |
| 2 RSTUL                                                | OF SERVICES THROUGH UNSUBDIVIDED LAND |         |        |            |                            |       |              |             |                         |       |       |       |       |
| 1 CH202                                                | RESERVE FOR OFF -                     | 1991    | 1995   |            | 6,125                      | ROSP  |              | 6,125       | 925                     | 3,700 | 500   | 500   | 500   |
| 2 ROSP                                                 | STREET PARKING                        |         |        |            |                            |       |              |             |                         |       |       |       |       |

# CAPITAL BUDGET PROGRAM 1991 - 1995

## ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

(000's)

CODING:

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING  | PROJECT DESCRIPTION                                                | PROJECT |        | GROSS COST | SUBSIDIES & OTHER RECEIPTS |       | REQUIRED     |             | ** F I N A N C I N G ** |        |        |        |        |
|---------|--------------------------------------------------------------------|---------|--------|------------|----------------------------|-------|--------------|-------------|-------------------------|--------|--------|--------|--------|
|         |                                                                    | START   | FINISH |            | AMOUNT                     | CODE  | 1996 & AFTER | 1991 - 1995 | 1991                    | 1992   | 1993   | 1994   | 1995   |
|         | PROCEEDS FROM CAPITAL LEVY, RESERVES AND RESERVE FUNDS             |         |        |            |                            |       |              |             |                         |        |        |        |        |
|         | RESERVES AND RESERVE FUNDS - continued                             |         |        |            |                            |       |              |             |                         |        |        |        |        |
| 1 CH201 | RESERVE FOR PARKS                                                  | 1991    | 1995   |            | 11,274                     | RPL   |              | 11,274      | 4,000                   | 2,264  | 650    | 2,150  | 2,210  |
| 2 RPL   | LAND - 5% LAND DEDICATION                                          |         |        |            |                            |       |              |             |                         |        |        |        |        |
| 1 CH204 | RESERVE FOR CAPITAL                                                | 1991    | 1995   |            | 1,093                      | RCP-L |              | 1,093       | 298                     | 232    | 157    | 230    | 176    |
| 2 RCP-L | PROJECTS - LIBRARY                                                 |         |        |            |                            |       |              |             |                         |        |        |        |        |
| 1 CH206 | RESERVE FOR CAPITAL                                                | 1991    | 1995   |            | 1,533                      | RCP-H |              | 1,533       | 388                     | 207    | 823    | 90     | 25     |
| 2 RCP-H | PROJECTS - H.E.C.F.I.                                              |         |        |            |                            |       |              |             |                         |        |        |        |        |
| 1 CH104 | RESERVE FOR CAPITAL                                                | 1990    | 1994   |            | 1,015                      | RCP-C |              | 1,015       | 235                     | 170    | 130    | 260    | 220    |
| 2 RCP-C | PROJECTS - C.U.P.                                                  |         |        |            |                            |       |              |             |                         |        |        |        |        |
|         | SUB-TOTAL                                                          |         |        | 0          | 57,623                     |       | 0            | 57,623      | 16,197                  | 12,772 | 9,120  | 9,053  | 10,481 |
|         | TOTAL PROCEEDS FROM CAPITAL LEVY & RESERVES                        |         |        | 0          | 88,232                     |       | 0            | 88,232      | 22,167                  | 18,817 | 15,241 | 15,251 | 16,756 |
|         | TOTAL MUNICIPAL GENERAL LESS PROCEEDS FROM CAPITAL LEVY & RESERVES |         |        | 204,059    | 64,549                     |       | 7,050        | 132,460     | 23,787                  | 25,522 | 18,441 | 26,146 | 38,564 |
|         |                                                                    |         |        | 0          | 88,232                     |       | 0            | 88,232      | 22,167                  | 18,817 | 15,241 | 15,251 | 16,756 |
|         | NET TOTAL MUNICIPAL GENERAL                                        |         |        | 204,059    | 152,781                    |       | 7,050        | 44,228      | 1,620                   | 6,705  | 3,200  | 10,895 | 21,808 |



# CAPITAL BUDGET PROGRAM 1991 - 1995

## ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

CODING:

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

(000's)

| CODING  | PROJECT DESCRIPTION                        | PROJECT |        | GROSS COST | SUBSIDIES & OTHER RECEIPTS |      | REQUIRED     |             | **FINANCING** |      |      |      |      |
|---------|--------------------------------------------|---------|--------|------------|----------------------------|------|--------------|-------------|---------------|------|------|------|------|
|         |                                            | START   | FINISH |            | AMOUNT                     | CODE | 1996 & AFTER | 1991 - 1995 | 1991          | 1992 | 1993 | 1994 | 1995 |
|         | SELF-SUSTAINING<br>TRANSPORTATION SERVICES |         |        |            |                            |      |              |             |               |      |      |      |      |
|         | LOCAL IMPROVEMENTS-<br>OWNERS' SHARE       |         |        |            |                            |      |              |             |               |      |      |      |      |
| 1 188.1 | OWNERS'SHARE OF ALL                        | 1991    | 1991   | 687        | 55                         | COM  |              | 412         | 412           |      |      |      |      |
| 2 DEB   | LOCALS -<br>RESIDENTIAL                    |         |        |            | 220                        | RS   |              |             |               |      |      |      |      |
| 1 188.2 | OWNERS'SHARE OF ALL                        | 1992    | 1992   | 731        | 61                         | COM  |              | 436         |               | 436  |      |      |      |
| 2 DEB   | LOCALS -<br>RESIDENTIAL                    |         |        |            | 234                        | RS   |              |             |               |      |      |      |      |
| 1 188.3 | OWNERS'SHARE OF ALL                        | 1993    | 1993   | 775        | 65                         | COM  |              | 462         |               |      | 462  |      |      |
| 2 DEB   | LOCALS -<br>RESIDENTIAL                    |         |        |            | 248                        | RS   |              |             |               |      |      |      |      |
| 1 188.4 | OWNERS'SHARE OF ALL                        | 1994    | 1994   | 820        | 68                         | COM  |              | 489         |               |      |      | 489  |      |
| 2 DEB   | LOCALS -<br>RESIDENTIAL                    |         |        |            | 263                        | RS   |              |             |               |      |      |      |      |
| 1 188.5 | OWNERS'SHARE OF ALL                        | 1995    | 1995   | 872        | 73                         | COM  |              | 520         |               |      |      |      | 520  |
| 2 DEB   | LOCALS -<br>RESIDENTIAL                    |         |        |            | 279                        | RS   |              |             |               |      |      |      |      |

# CAPITAL BUDGET PROGRAM 1991 - 1995

## ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

CODING:

(000's)

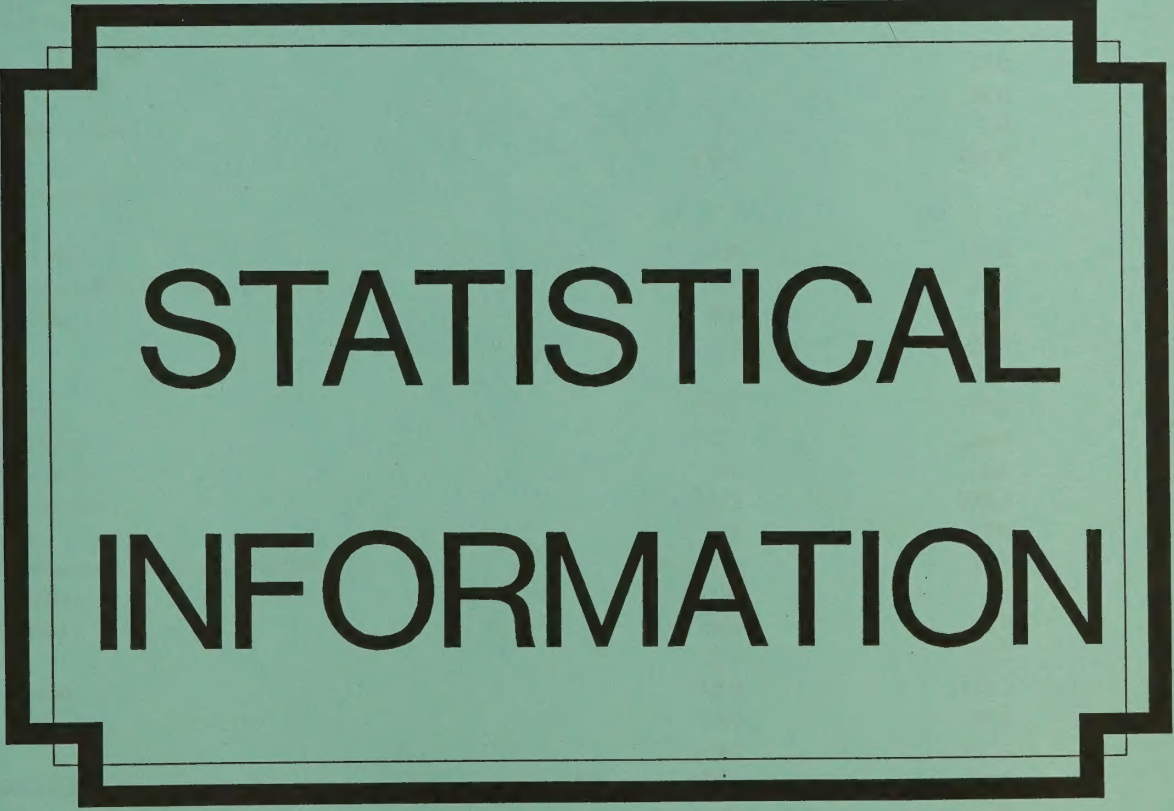
(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| CODING  | PROJECT<br>DESCRIPTION                                  | PROJECT<br>START | PROJECT<br>FINISH | GROSS<br>COST | SUBSIDIES &<br>OTHER RECEIPTS |      | REQUIRED        |                | ** F I N A N C I N G ** |       |       |        |        |
|---------|---------------------------------------------------------|------------------|-------------------|---------------|-------------------------------|------|-----------------|----------------|-------------------------|-------|-------|--------|--------|
|         |                                                         |                  |                   |               | AMOUNT                        | CODE | 1996 &<br>AFTER | 1991 -<br>1995 | 1991                    | 1992  | 1993  | 1994   | 1995   |
|         | SELF-SUSTAINING<br>TRANSPORTATION SERVICES              |                  |                   |               |                               |      |                 |                |                         |       |       |        |        |
|         | LOCAL IMPROVEMENTS-<br>OWNERS' SHARE - <i>continued</i> |                  |                   |               |                               |      |                 |                |                         |       |       |        |        |
| 1 188.6 | OWNERS'SHARE OF ALL                                     | 1991             | 1991              | 1,000         |                               |      |                 | 1,000          | 1,000                   |       |       |        |        |
| 2 DEB   | LOCALS -<br>INDUSTRIAL                                  |                  |                   |               |                               |      |                 |                |                         |       |       |        |        |
| 1 188.7 | OWNERS'SHARE OF ALL                                     | 1992             | 1992              | 1,070         |                               |      |                 | 1,070          |                         | 1,070 |       |        |        |
| 2 DEB   | LOCALS -<br>INDUSTRIAL                                  |                  |                   |               |                               |      |                 |                |                         |       |       |        |        |
|         | SUB-TOTAL                                               |                  |                   | 5,955         | 1,566                         |      | 0               | 4,389          | 1,412                   | 1,506 | 462   | 489    | 520    |
|         | TOTAL SELF-SUSTAINING SERVICES                          |                  |                   | 5,955         | 1,566                         |      | 0               | 4,389          | 1,412                   | 1,506 | 462   | 489    | 520    |
|         | NET TOTAL CAPITAL BUDGET<br>PROGRAM 1991-1995           |                  |                   | 210,014       | 154,347                       |      | 7,050           | 48,617         | 3,032                   | 8,211 | 3,662 | 11,384 | 22,328 |







# STATISTICAL INFORMATION





|                                          |
|------------------------------------------|
| PERMANENT STAFF COMPLEMENT BY DEPARTMENT |
|------------------------------------------|

| DEPARTMENT                                           | 1989   | 1990   | 1991   |
|------------------------------------------------------|--------|--------|--------|
| Legislative                                          | 12.0   | 13.0   | 12.0   |
| City Clerk                                           | 57.0   | 58.0   | 57.0   |
| Chief Administrative Office                          | 2.0    | 2.0    | 2.0    |
| Fire                                                 | 466.0  | 479.0  | 503.0  |
| Human Resource Centre                                |        |        |        |
| Property:                                            |        |        |        |
| Real Estate Division                                 | 14.0   | 16.0   | 14.0   |
| Building Operations & Maintenance Division           | 77.0   | 75.0   | 78.0   |
| Architect Division                                   | 8.0    | 6.0    | 5.0    |
| Law                                                  | 25.0   | 25.0   | 26.0   |
| Treasury:                                            |        |        |        |
| Finance Division                                     | 59.0   | 62.0   | 62.0   |
| Purchasing Division                                  | 14.0   | 14.0   | 14.0   |
| City Garage Division                                 | 6.0    | 6.0    | 5.0    |
| Hamilton Public Library                              | 242.0  | 239.0  | 238.0  |
| Parking Authority                                    | 17.0   | 17.0   | 17.0   |
| Hamilton Entertainment & Convention Facilities, Inc. | 81.0   | 80.0   | 78.0   |
| Central Utilities Plant                              | 25     | 24     | 25.0   |
| Cemeteries Division                                  | 49.0   | 50.0   | 47.0   |
| Parks Division                                       | 22.0   | 21.5   | 22.5   |
| Recreation & Culture                                 | 162.0  | 171.0  | 152.0  |
| Building                                             | 90.0   | 86.5   | 83.5   |
| Traffic                                              | 110.0  | 317.0  | 321.0  |
| Streets & Sanitation Division                        | 480.0  | 478.0  | 502.0  |
| Fleet Services                                       | 42     | 42     | 42.0   |
| Information Systems                                  | 46.0   | 46.0   | 46.0   |
| Other                                                | 2.0    | -      | -      |
| Total Employee Count                                 | 2108.0 | 2328.0 | 2352.0 |



**COMPARISON OF COMPONENTS AND TOTAL RESIDENTIAL MILL RATES  
AND RESIDENTIAL REALTY TAXES, WATER RATES AND SEWER SURCHARGE  
ON AN ASSESSMENT OF \$5,000  
(for the years 1987 to 1991 inclusive)**

| Description<br>(1)                                                                      | Mill Rates  |             |             |             |             | Increase<br>(Decrease)<br>1990 to 1991 |          |
|-----------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|----------------------------------------|----------|
|                                                                                         | 1987<br>(2) | 1988<br>(3) | 1989<br>(4) | 1990<br>(5) | 1991<br>(6) | Mills/\$<br>(7)                        | %<br>(8) |
| <u>Residential</u>                                                                      |             |             |             |             |             |                                        |          |
| City                                                                                    | 83.9779     | 87.7568     | 92.2114     | 96.7685     | 98.6655     | 1.8970                                 | 1.96%    |
| Region                                                                                  | 69.3371     | 73.3187     | 82.9278     | 92.1727     | 99.6322     | 7.4595                                 | 8.09%    |
| Sub Total                                                                               | 153.3150    | 161.0755    | 175.1392    | 188.9412    | 198.2977    | 9.3565                                 | 4.95%    |
| Education                                                                               | 128.3670    | 138.1575    | 148.9362    | 175.8888    | 177.7870    | 1.8982                                 | 1.08%    |
| Total Residential Mill Rates                                                            | 281.6820    | 299.2330    | 324.0754    | 364.8300    | 376.0847    | 11.2547                                | 3.08%    |
| <u>Realty Taxes, Water Rates, and Sewer Surcharge Based on an Assessment of \$5,000</u> |             |             |             |             |             |                                        |          |
| City Realty Taxes                                                                       | \$419.89    | \$438.78    | \$461.06    | \$483.84    | \$493.33    | \$9.49                                 | 1.96%    |
| Region - Realty Taxes                                                                   | \$346.69    | \$366.59    | \$414.64    | \$460.86    | \$498.16    | \$37.30                                | 8.09%    |
| - Water                                                                                 | \$81.06     | \$82.68     | \$87.48     | \$89.66     | \$98.05     | \$8.39                                 | 9.36%    |
| - Sewer Surcharge                                                                       | \$92.41     | \$94.26     | \$101.48    | \$99.52     | \$97.07     | (\$2.45)                               | -2.46%   |
|                                                                                         | \$520.16    | \$543.53    | \$603.60    | \$650.04    | \$693.28    | \$43.24                                | 6.65%    |
| Total City and Region                                                                   | \$940.05    | \$982.31    | \$1,064.66  | \$1,133.88  | \$1,186.61  | \$52.73                                | 4.65%    |
| Education Realty Taxes                                                                  | \$641.83    | \$690.79    | \$744.68    | \$879.44    | \$888.93    | \$9.49                                 | 1.08%    |
| Total Amount Payable                                                                    | \$1,581.88  | \$1,673.10  | \$1,809.34  | \$2,013.32  | \$2,075.54  | \$62.22                                | 3.09%    |

**COMPARISON OF TAXABLE ASSESSMENT AND POPULATION, 1982 TO 1991  
ALONG WITH AMOUNTS AND PERCENTAGE ADJUSTMENTS,  
YEAR BY YEAR, FOR THE CITY OF HAMILTON  
(\$ 000'S)**

|                   | 1991<br>Unrevised<br>Estimate<br>(1) | 1990<br>Unrevised<br>Estimate<br>(2) | Actual      |             |             |             |             |             |             |              |              |
|-------------------|--------------------------------------|--------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|--------------|
|                   |                                      |                                      | 1990<br>(3) | 1989<br>(4) | 1988<br>(5) | 1987<br>(6) | 1986<br>(7) | 1985<br>(8) | 1984<br>(9) | 1983<br>(10) | 1982<br>(11) |
| <b>Assessment</b> |                                      |                                      |             |             |             |             |             |             |             |              |              |
| Residential       | 573,376                              | 560,844                              | 560,782     | 546,987     | 530,523     | 518,096     | 511,211     | 505,307     | 503,788     | 494,250      | 488,284      |
| Non-Residential   | 427,233                              | 422,154                              | 421,828     | 417,061     | 403,941     | 399,690     | 394,255     | 391,616     | 384,793     | 379,526      | 384,281      |
| (1)               | 1,000,609                            | 982,998                              | 982,610     | 964,048     | 934,464     | 917,786     | 905,466     | 896,923     | 888,581     | 873,776      | 872,565      |
| <b>Per Capita</b> |                                      |                                      |             |             |             |             |             |             |             |              |              |
|                   | 3,258                                | 3,200                                | 3,199       | 3,139       | 3,042       | 2,983       | 2,943       | 2,915       | 2,884       | 2,836        | 2,832        |

(1) This is the unrevised taxable assessment made in the year 1990 upon which 1991 taxes shall be levied.

Final assessments are quoted for all other years.

|                                                |         |         |         |         |         |         |         |         |         |         |         |
|------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| <b>Increase over<br/>prior year</b>            | 1.79%   | 1.97%   | 1.93%   | 3.17%   | 1.82%   | 1.36%   | 0.95%   | 0.94%   | 1.69%   | 0.14%   | 3.33%   |
| <b>Distribution - Percentage</b>               |         |         |         |         |         |         |         |         |         |         |         |
| Residential                                    | 57.30%  | 57.05%  | 57.07%  | 56.74%  | 56.77%  | 56.45%  | 56.46%  | 56.34%  | 56.70%  | 56.56%  | 55.96%  |
| Non-Residential                                | 42.70%  | 42.95%  | 42.93%  | 43.26%  | 43.23%  | 43.55%  | 43.54%  | 43.66%  | 43.30%  | 43.44%  | 44.04%  |
|                                                | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |
| <b>Population</b>                              |         |         |         |         |         |         |         |         |         |         |         |
| Number                                         | 307,160 | 307,160 | 307,160 | 307,160 | 307,160 | 307,690 | 307,690 | 307,690 | 308,102 | 308,102 | 308,102 |
|                                                |         |         |         |         | (a)     | :       |         | (a)     |         |         | (a)     |
| <b>Increase (Decrease)<br/>over prior year</b> |         |         |         |         | -0.17%  |         |         | -0.13%  |         |         | -0.81%  |

(a) Based on a Provincial Census conducted in the 1988, 1985 and 1982 election years.



## SUMMARY OF POPULATION, ADJUSTED MUNICIPAL LEVY AND MILL RATES

| YEAR     | POPULATION | ADJUSTED    | **** RESIDENTIAL MILL RATE **** |           |          |           | **** NON-RESIDENTIAL MILL RATE **** |           |          |           | YEAR |
|----------|------------|-------------|---------------------------------|-----------|----------|-----------|-------------------------------------|-----------|----------|-----------|------|
|          |            | MUNICIPAL   | LEVY                            | MUNICIPAL | REGIONAL | EDUCATION | TOTAL                               | MUNICIPAL | REGIONAL | EDUCATION |      |
| (1)      | (2)        | (3)         | (7)                             | (8)       | (9)      | (10)      | (11)                                | (12)      | (13)     | (14)      | (15) |
| ACTUAL   |            |             |                                 |           |          |           |                                     |           |          |           |      |
| 1981     | 304,159    | 66,007,393  | 57.8731                         | 50.2599   | 79.2049  | 187.3379  | 68.0860                             | 59.1293   | 93.1822  | 220.3975  | 1981 |
| 1982     | 308,102    | 72,907,749  | 62.7923                         | 54.7552   | 87.9199  | 205.4674  | 73.8733                             | 64.4179   | 103.4352 | 241.7264  | 1982 |
| 1983     | 308,102    | 74,556,223  | 62.7923                         | 56.6640   | 98.1207  | 217.5770  | 73.8733                             | 66.6636   | 115.4361 | 255.9730  | 1983 |
| 1984     | 308,102    | 83,449,539  | 69.7323                         | 56.8038   | 102.4846 | 229.0207  | 82.0379                             | 66.8280   | 120.5701 | 269.4360  | 1984 |
| 1985     | 307,690    | 88,222,796  | 73.4019                         | 59.6126   | 110.6781 | 243.6926  | 86.3552                             | 70.1325   | 130.2096 | 286.6973  | 1985 |
| 1986     | 307,690    | 96,378,475  | 79.3485                         | 63.5186   | 111.7193 | 254.5864  | 93.3512                             | 74.7278   | 131.4345 | 299.5135  | 1986 |
| 1987     | 307,690    | 103,722,620 | 83.9779                         | 69.3371   | 128.3670 | 281.6820  | 98.7975                             | 81.5731   | 151.0200 | 331.3906  | 1987 |
| 1988     | 307,160    | 109,140,470 | 87.7568                         | 73.3187   | 138.1575 | 299.2330  | 103.2433                            | 86.2574   | 162.5382 | 352.0389  | 1988 |
| 1989     | 307,160    | 117,961,263 | 92.2114                         | 82.9278   | 148.9362 | 324.0754  | 108.4840                            | 97.5621   | 175.2191 | 381.2652  | 1989 |
| 1990     | 307,160    | 124,233,690 | 96.7685                         | 92.1727   | 175.8888 | 364.8300  | 113.8453                            | 108.4385  | 206.9279 | 429.2117  | 1990 |
| ESTIMATE |            |             |                                 |           |          |           |                                     |           |          |           |      |
| 1991     | 308,696    | 129,075,690 | 98.6655                         | 99.6322   | 177.7870 | 376.0847  | 116.0771                            | 117.2144  | 209.1611 | 442.4526  | 1991 |
| 1992     | 310,239    | 135,529,475 | 102.3199                        |           |          |           | 120.3764                            |           |          |           | 1992 |
| 1993     | 311,790    | 142,305,949 | 106.1095                        |           |          |           | 124.8347                            |           |          |           | 1993 |
| 1994     | 313,349    | 149,421,246 | 110.0394                        |           |          |           | 129.4581                            |           |          |           | 1994 |
| 1995     | 314,916    | 156,892,308 | 114.1150                        |           |          |           | 134.2529                            |           |          |           | 1995 |

NOTE: ADJUSTED MUNICIPAL LEVY CONSISTS OF MUNICIPAL CITY LEVY, SUPPLEMENTARY TAXES,  
TELEPHONE & TELEGRAPHS RECEIPTS, PAYMENT IN LIEU OF TAXES AND UNCONDITIONAL GRANTS.

## COMPARISON OF RESIDENTIAL AND NON-RESIDENTIAL ASSESSMENT WITHIN THE CITY

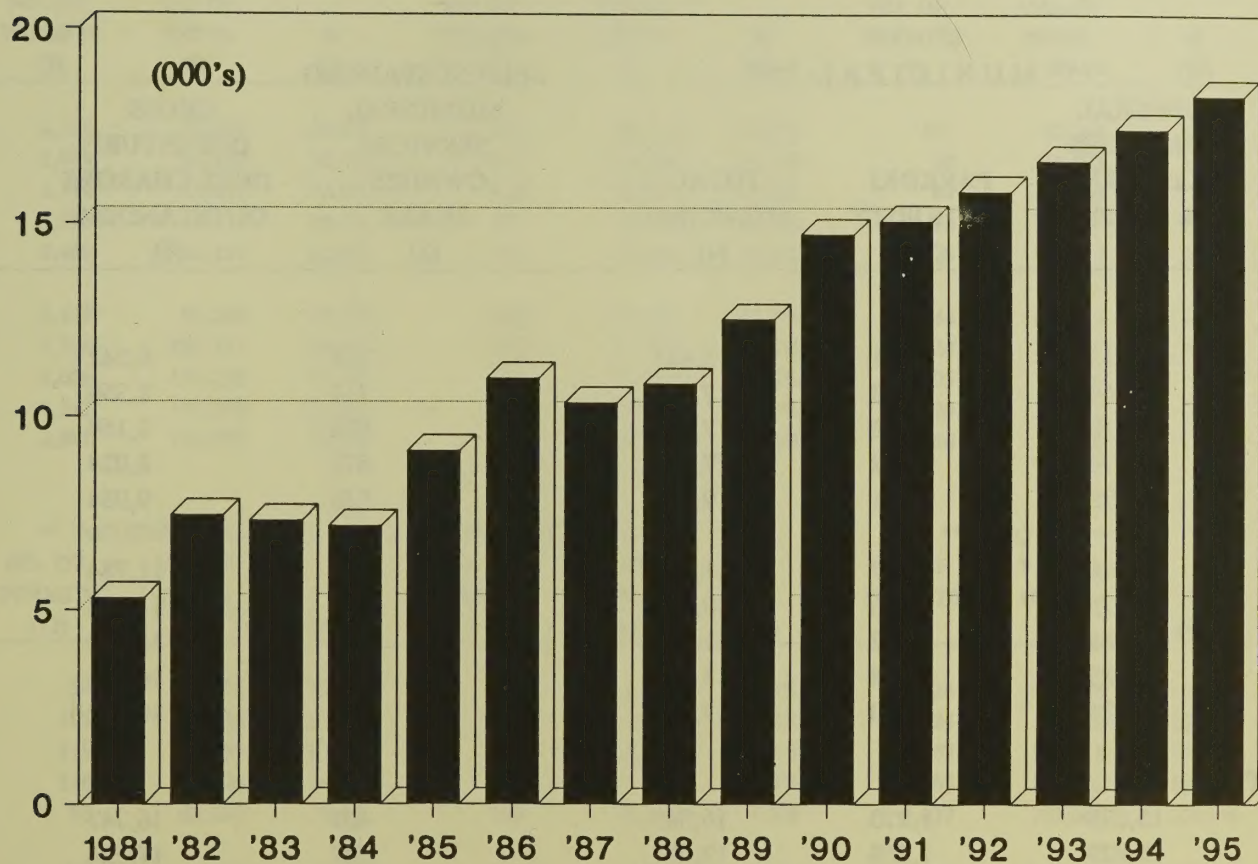
| ***** TAXABLE ASSESSMENT ***** |         |                     |         |                     |           |                             | INCREASE/DECREASE IN ASSESSMENT<br>AS A PERCENTAGE OF |                     |                     | YEAR |
|--------------------------------|---------|---------------------|---------|---------------------|-----------|-----------------------------|-------------------------------------------------------|---------------------|---------------------|------|
| RESIDENTIAL                    |         | NON-<br>RESIDENTIAL |         | TOTAL<br>ASSESSMENT |           | EQUALI-<br>ZATION<br>FACTOR | RESIDENTIAL                                           | NON-<br>RESIDENTIAL | TOTAL<br>ASSESSMENT |      |
| (1)                            | (2)     | (3)                 | (4)     | (5)                 | (6)       | (7)                         | (8)                                                   | (9)                 | (10)                | (11) |
| ACTUAL                         |         |                     |         |                     |           |                             |                                                       |                     |                     |      |
| 1981                           | 475,601 | 56.3%               | 368,844 | 43.7%               | 844,445   | 13.19                       | -0.45%                                                | -22.80%             | 0.07%               | 1981 |
| 1982                           | 488,045 | 56.0%               | 382,800 | 44.0%               | 870,845   | 12.81                       | 2.62%                                                 | 3.78%               | 3.13%               | 1982 |
| 1983                           | 494,249 | 56.6%               | 379,527 | 43.4%               | 873,776   | 12.36                       | 1.27%                                                 | -0.86%              | 0.34%               | 1983 |
| 1984                           | 503,788 | 56.7%               | 384,793 | 43.3%               | 888,581   | 11.91                       | 1.93%                                                 | 1.39%               | 1.69%               | 1984 |
| 1985                           | 505,307 | 56.3%               | 391,616 | 43.7%               | 896,923   | 11.44                       | 0.30%                                                 | 1.77%               | 0.94%               | 1985 |
| 1986                           | 511,211 | 56.5%               | 394,255 | 43.5%               | 905,466   | 10.37                       | 1.17%                                                 | 0.67%               | 0.95%               | 1986 |
| 1987                           | 518,096 | 56.5%               | 399,690 | 43.5%               | 917,786   | 8.91                        | 1.35%                                                 | 1.38%               | 1.36%               | 1987 |
| 1988                           | 530,523 | 56.8%               | 403,942 | 43.2%               | 934,465   | 6.96                        | 2.40%                                                 | 1.06%               | 1.82%               | 1988 |
| 1989                           | 546,987 | 56.7%               | 417,061 | 43.3%               | 964,048   | 5.82                        | 3.10%                                                 | 3.25%               | 3.17%               | 1989 |
| 1990                           | 560,782 | 57.1%               | 421,828 | 42.9%               | 982,610   | 4.91                        | 2.52%                                                 | 1.14%               | 1.93%               | 1990 |
| ESTIMATE                       |         |                     |         |                     |           |                             |                                                       |                     |                     |      |
| 1991                           | 573,376 | 57.3%               | 427,233 | 42.7%               | 1,000,609 | 4.91                        | 2.25%                                                 | 1.28%               | 1.83%               | 1991 |
| 1992                           | 580,543 | 57.3%               | 432,573 | 42.7%               | 1,013,116 | 4.91                        | 1.25%                                                 | 1.25%               | 1.25%               | 1992 |
| 1993                           | 587,800 | 57.3%               | 437,980 | 42.7%               | 1,025,780 | 4.91                        | 1.25%                                                 | 1.25%               | 1.25%               | 1993 |
| 1994                           | 595,148 | 57.3%               | 443,455 | 42.7%               | 1,038,603 | 4.91                        | 1.25%                                                 | 1.25%               | 1.25%               | 1994 |
| 1995                           | 602,587 | 57.3%               | 448,998 | 42.7%               | 1,051,585 | 4.91                        | 1.25%                                                 | 1.25%               | 1.25%               | 1995 |



**ANALYSIS OF MUNICIPAL DEBENTURE PRINCIPAL AND INTEREST FINANCED BY MILL RATES  
(EXCLUSIVE OF REGION AND EDUCATION)  
1981 TO 1995**

| YEAR<br>(1) | MUNICIPAL<br>GENERAL<br>AMOUNT<br>(000'S)<br>(2) | PER<br>CAPITA<br>(3) | PERCENTAGE<br>OF ADJUSTED<br>MUNICIPAL<br>LEVY<br>(4) | REFLECTED AS MILLS ON THE DOLLAR |                                |                 |                                | YEAR<br>(9) |
|-------------|--------------------------------------------------|----------------------|-------------------------------------------------------|----------------------------------|--------------------------------|-----------------|--------------------------------|-------------|
|             |                                                  |                      |                                                       | RESIDENTIAL                      |                                | NON-RESIDENTIAL |                                |             |
|             |                                                  |                      |                                                       | MILLS<br>(5)                     | INCREASE/<br>(DECREASE)<br>(6) | MILLS<br>(7)    | INCREASE/<br>(DECREASE)<br>(8) |             |
| ACTUAL      |                                                  |                      |                                                       |                                  |                                |                 |                                |             |
| 1981        | 5,313                                            | 17                   | 8.0%                                                  | 5.9                              | (0.1)                          | 6.9             | (0.1)                          | 1981        |
| 1982        | 7,464                                            | 24                   | 10.2%                                                 | 8.0                              | 2.1                            | 9.4             | 2.5                            | 1982        |
| 1983        | 7,318                                            | 24                   | 9.8%                                                  | 7.8                              | (0.2)                          | 9.2             | (0.2)                          | 1983        |
| 1984        | 7,174                                            | 23                   | 8.6%                                                  | 7.5                              | (0.3)                          | 8.8             | (0.4)                          | 1984        |
| 1985        | 9,135                                            | 30                   | 10.4%                                                 | 9.4                              | 1.9                            | 11.1            | 2.3                            | 1985        |
| 1986        | 11,014                                           | 36                   | 11.4%                                                 | 11.3                             | 1.9                            | 13.3            | 2.2                            | 1986        |
| 1987        | 10,375                                           | 34                   | 10.0%                                                 | 10.5                             | (0.8)                          | 12.4            | (0.9)                          | 1987        |
| 1988        | 10,863                                           | 35                   | 10.0%                                                 | 10.8                             | 0.3                            | 12.7            | 0.3                            | 1988        |
| 1989        | 12,533                                           | 41                   | 10.6%                                                 | 12.1                             | 1.3                            | 14.2            | 1.5                            | 1989        |
| 1990        | 14,724                                           | 48                   | 11.9%                                                 | 13.9                             | 1.8                            | 16.4            | 2.2                            | 1990        |
| ESTIMATE    |                                                  |                      |                                                       |                                  |                                |                 |                                |             |
| 1991        | 15,075                                           | 49                   | 11.7%                                                 | 14.0                             | 0.1                            | 16.5            | 0.1                            | 1991        |
| 1992        | 15,829                                           | 51                   | 11.7%                                                 | 14.6                             | 0.6                            | 17.2            | 0.7                            | 1992        |
| 1993        | 16,620                                           | 53                   | 11.7%                                                 | 15.3                             | 0.7                            | 18.0            | 0.8                            | 1993        |
| 1994        | 17,451                                           | 56                   | 11.7%                                                 | 16.0                             | 0.7                            | 18.8            | 0.8                            | 1994        |
| 1995        | 18,324                                           | 58                   | 11.7%                                                 | 16.7                             | 0.7                            | 19.6            | 0.8                            | 1995        |

**MUNICIPAL DEBENTURE PRINCIPAL AND INTEREST  
(EXCLUSIVE OF REGION AND EDUCATION)**



NOTE: AMOUNTS ARE ACTUALS FOR 1981-1990 AND ESTIMATES FOR 1991-1995



**DEBENTURE PRINCIPAL AND INTEREST  
(EXCLUSIVE OF REGION AND EDUCATION)  
1981 TO 1995  
(000'S)**

| **** MUNICIPAL **** |                                             |                      |                    | SELF-SUSTAINING                           |                                                   |      |
|---------------------|---------------------------------------------|----------------------|--------------------|-------------------------------------------|---------------------------------------------------|------|
|                     | GENERAL<br>(INCLUDES<br>LIBRARY<br>& HECFI) | PARKING<br>AUTHORITY | TOTAL<br>MUNICIPAL | MUNICIPAL<br>SERVICES<br>OWNERS'<br>SHARE | GROSS<br>DEBENTURE<br>DEBT CHARGES<br>OUTSTANDING | YEAR |
| YEAR                | (2)                                         | (3)                  | (4)                | (5)                                       | (6)                                               | (7)  |
| ACTUAL              |                                             |                      |                    |                                           |                                                   |      |
| 1981                | 5,313                                       | 171                  | 5,484              | 758                                       | 6,242                                             | 1981 |
| 1982                | 7,464                                       | 173                  | 7,637              | 713                                       | 8,350                                             | 1982 |
| 1983                | 7,318                                       | 173                  | 7,491              | 678                                       | 8,169                                             | 1983 |
| 1984                | 7,174                                       | 172                  | 7,346              | 678                                       | 8,024                                             | 1984 |
| 1985                | 9,135                                       | 171                  | 9,306              | 628                                       | 9,934                                             | 1985 |
| 1986                | 11,014                                      | 167                  | 11,181             | 603                                       | 11,784                                            | 1986 |
| 1987                | 10,375                                      | 166                  | 10,541             | 485                                       | 11,026                                            | 1987 |
| 1988                | 10,863                                      | 502                  | 11,365             | 435                                       | 11,800                                            | 1988 |
| 1989                | 12,533                                      | 1,284                | 13,817             | 398                                       | 14,215                                            | 1989 |
| 1990                | 14,724                                      | 1,270                | 15,994             | 478                                       | 16,472                                            | 1990 |
| ESTIMATE            |                                             |                      |                    |                                           |                                                   |      |
| 1991                | 15,075                                      | 1,270                | 16,345             | 402                                       | 16,747                                            | 1991 |
| 1992                | 15,829                                      | 1,268                | 17,097             | 527                                       | 17,624                                            | 1992 |
| 1993                | 16,620                                      | 1,243                | 17,863             | 782                                       | 18,645                                            | 1993 |
| 1994                | 17,451                                      | 1,237                | 18,688             | 860                                       | 19,548                                            | 1994 |
| 1995                | 18,324                                      | 1,238                | 19,562             | 943                                       | 20,505                                            | 1995 |

## ANNUAL VALUE OF BUILDING PERMITS ISSUED - BY CLASSIFICATION

| YEAR<br>(1) | ** RESIDENTIAL **        |                         |          | ** COMMERCIAL **         |                         |          | ** INDUSTRIAL **         |                         |           | YEAR<br>(20) |
|-------------|--------------------------|-------------------------|----------|--------------------------|-------------------------|----------|--------------------------|-------------------------|-----------|--------------|
|             | NO. OF<br>PERMITS<br>(2) | VALUE<br>(000'S)<br>(3) | %<br>(4) | NO. OF<br>PERMITS<br>(5) | VALUE<br>(000'S)<br>(6) | %<br>(7) | NO. OF<br>PERMITS<br>(8) | VALUE<br>(000'S)<br>(9) | %<br>(10) |              |
| 1981        | 2,765                    | 23,418                  | 20.8%    | 602                      | 29,084                  | 25.8%    | 101                      | 43,364                  | 38.5%     | 1981         |
| 1982        | 1,964                    | 29,210                  | 30.8%    | 318                      | 35,216                  | 37.2%    | 69                       | 15,901                  | 16.8%     | 1982         |
| 1983        | 3,174                    | 41,657                  | 32.9%    | 418                      | 56,398                  | 44.6%    | 67                       | 10,745                  | 8.5%      | 1983         |
| 1984        | 3,715                    | 54,639                  | 40.7%    | 472                      | 36,321                  | 27.1%    | 98                       | 21,465                  | 16.0%     | 1984         |
| 1985        | 3,409                    | 66,137                  | 32.6%    | 450                      | 20,469                  | 10.1%    | 128                      | 101,621                 | 50.1%     | 1985         |
| 1986        | 3,470                    | 86,200                  | 22.1%    | 438                      | 45,724                  | 11.7%    | 144                      | 172,111                 | 44.1%     | 1986         |
| 1987        | 3,574                    | 139,731                 | 44.7%    | 493                      | 71,333                  | 22.8%    | 124                      | 65,027                  | 20.8%     | 1987         |
| 1988        | 4,006                    | 155,235                 | 55.8%    | 595                      | 48,913                  | 17.6%    | 105                      | 25,703                  | 9.2%      | 1988         |
| 1989        | 4,542                    | 199,886                 | 51.9%    | 496                      | 92,668                  | 24.1%    | 129                      | 25,230                  | 6.6%      | 1989         |
| 1990        | 2,882                    | 126,782                 | 35.0%    | 557                      | 74,347                  | 20.5%    | 116                      | 71,290                  | 19.7%     | 1990         |

| YEAR<br>(1) | ** INSTITUTIONAL **       |                          |           | ** MISCELLANEOUS **       |                          |           | **** TOTAL ****           |                          |           | YEAR<br>(20) |
|-------------|---------------------------|--------------------------|-----------|---------------------------|--------------------------|-----------|---------------------------|--------------------------|-----------|--------------|
|             | NO. OF<br>PERMITS<br>(11) | VALUE<br>(000'S)<br>(12) | %<br>(13) | NO. OF<br>PERMITS<br>(14) | VALUE<br>(000'S)<br>(15) | %<br>(16) | NO. OF<br>PERMITS<br>(17) | VALUE<br>(000'S)<br>(18) | %<br>(19) |              |
| 1981        | 54                        | 15,225                   | 13.5%     | 604                       | 1,643                    | 1.4%      | 4,126                     | 112,734                  | 100.0%    | 1981         |
| 1982        | 101                       | 13,055                   | 13.8%     | 572                       | 1,361                    | 1.4%      | 3,024                     | 94,743                   | 100.0%    | 1982         |
| 1983        | 115                       | 16,299                   | 12.9%     | 293                       | 1,413                    | 1.1%      | 4,067                     | 126,512                  | 100.0%    | 1983         |
| 1984        | 116                       | 19,956                   | 14.9%     | 462                       | 1,821                    | 1.3%      | 4,863                     | 134,202                  | 100.0%    | 1984         |
| 1985        | 90                        | 12,126                   | 6.0%      | 560                       | 2,312                    | 1.2%      | 4,637                     | 202,665                  | 100.0%    | 1985         |
| 1986        | 105                       | 83,113                   | 21.3%     | 539                       | 2,874                    | 0.8%      | 4,696                     | 390,022                  | 100.0%    | 1986         |
| 1987        | 93                        | 33,433                   | 10.7%     | 483                       | 3,062                    | 1.0%      | 4,767                     | 312,586                  | 100.0%    | 1987         |
| 1988        | 94                        | 44,428                   | 16.0%     | 549                       | 4,043                    | 1.4%      | 5,349                     | 278,322                  | 100.0%    | 1988         |
| 1989        | 117                       | 60,625                   | 15.7%     | 665                       | 6,776                    | 1.7%      | 5,949                     | 385,185                  | 100.0%    | 1989         |
| 1990        | 133                       | 86,982                   | 24.0%     | 413                       | 2,986                    | 0.8%      | 4,101                     | 362,387                  | 100.0%    | 1990         |





# APPENDIX





## 1991 CURRENT BUDGET ASSUMPTIONS

- \* Projected annual inflationary increase of 5.8% including the effects of the new Goods and Services Tax.
- \* Council-approved targeted tax rate increase at zero percent.
- \* No new staff and no new programs unless previously approved by Council.
- \* Salary, Wage & Benefits have an appropriate estimated increase pending the settlement of the 1991 contracts.

\* Various Rates :

|                                      |      |                                 |       |
|--------------------------------------|------|---------------------------------|-------|
| Hydro                                | 8.8% | Photocopier paper               | 5.0%  |
| Heating Fuel/Natural Gas             | 5.0% | Telephone long-distance charges | 0.0%  |
| Postage                              | 3.0% | City Garage car pool            | 10.0% |
| Stationery & general office supplies | 6.0% | Property taxes                  | 5.0%  |

- \* Debt charges and the Six Mill Capital Levy are in accordance with the 1991-1995 Capital Budget.
- \* Provincial Grants have been increased by 5% for Unconditional Subsidies.
- \* User fees to be reviewed and increased by at least the annual inflationary increase.
- \* Assessment growth expected to be 1.79% for 1991.



**1991 CURRENT BUDGET - SERVICE AND PROGRAM PACKAGES  
AS APPROVED BY COUNCIL ON MARCH 21, 1991**

| PKG<br>NO. | STAND<br>-ING<br>COMM. | DEPT.     | PACKAGE DESCRIPTION                     | AMOUNT  | STAFF RELATED |                |                   | TAX RATE<br>PERCENT | CUMULATIVE<br>PERCENT<br>STATUS |
|------------|------------------------|-----------|-----------------------------------------|---------|---------------|----------------|-------------------|---------------------|---------------------------------|
|            |                        |           |                                         |         | #<br>FTE's    | PERM.<br>TEMP. | VACANT/<br>FILLED |                     |                                 |
| (1)        | (2)                    | (3)       | (4)                                     | (5)     | (6)           | (7)            | (8)               | (9)                 | (10)                            |
| 1          | P & R                  | PWD - CE  | HEALTH & SAFETY - SHORING UNITS         | 17,500  |               |                |                   | 0.02%               |                                 |
| 2          | F & A                  | FIRE      | PUBLIC SERVICE STAFF CHANGE             | 439,900 | 20.00         | DELAY FILLING  |                   | 0.42%               |                                 |
| 3          | P & R                  | C & R     | PUBLIC SERVICE STAFF CHANGE             | 176,550 | 8.00          |                | 8 S.S.            | 0.17%               |                                 |
| 4          | T & E                  | TRAFFIC   | ROADWAY MARKINGS - LINE REMOVAL         | 12,000  |               |                |                   | 0.01%               |                                 |
| 5          | P & R                  | C & R     | PUBLIC SERVICE STAFF CHANGE             | 190,000 | 5.00          |                |                   | 0.18%               |                                 |
| 6          | P & R                  | C&R - HS  | HEALTH AND SAFETY-CHILDREN'S MUSEUM     | 9,740   |               |                |                   | 0.01%               |                                 |
| 7          | F & A                  | PROP-BOM  | PREVENTATIVE MAINTENANCE: ESSENTIAL     | 126,800 |               |                |                   | 0.12%               |                                 |
| 8          | P & R                  | C & R     | PUBLIC SERVICE STAFF CHANGE             | 63,600  | 2.00          |                | VACANT            | 0.06%               |                                 |
| 9          | P & R                  | PWD - CE  | PUBLIC SERVICE STAFF CHANGE             | 15,000  | 0.50          | P              | FILLED            | 0.01%               |                                 |
| 10         | P & R                  | PWD - CE  | PUBLIC SERVICE STAFF CHANGE             | 9,210   | 0.31          | P              | FILLED            | 0.01%               |                                 |
| 11         | P & R                  | C & R     | PUBLIC SERVICE STAFF CHANGE             | 152,360 | 8.00          |                | 8 S.S.            | 0.15%               |                                 |
| 12         | F & A                  | PROP-RE   | PUBLIC SERVICE STAFF CHANGE             | 22,500  | 0.50          | P              | VACANT            | 0.02%               |                                 |
| 13         | F & A                  | CLERKS    | PUBLIC SERVICE STAFF CHANGE             | 29,630  | 1.00          | P              | FILLED            | 0.03%               |                                 |
| 14         | P & R                  | PWD - CE  | PUBLIC SERVICE STAFF CHANGE             | 5,000   | 0.17          | P              | FILLED            | 0.00%               |                                 |
| 15         | P & R                  | C & R     | PUBLIC SERVICE STAFF CHANGE             | 52,000  | 2.70          |                |                   | 0.05%               |                                 |
| 16         | T & E                  | PWD - SS  | PUBLIC SERVICE STAFF CHANGE             | 166,750 | 2.25          | P              | FILLED            | 0.16%               |                                 |
| 17         | F & A                  | LIBRARY   | PUBLIC SERVICE STAFF CHANGE             | 227,100 | 29.30         | P              | FILLED            | 0.22%               |                                 |
| 18         | P & R                  | C & R     | PUBLIC SERVICE STAFF CHANGE             | 23,000  | 1.00          |                |                   | 0.02%               |                                 |
| 19         | T & E                  | PWD - SS  | GARBAGE COLLECTION AFTER STAT. HOLIDAYS | 129,790 |               |                |                   | 0.12%               |                                 |
| 20         | F & A                  | CLERKS    | PUBLIC SERVICE STAFF CHANGE             | 38,340  | 1.00          | P              | FILLED            | 0.04%               | -0.02%                          |
| 21         | F & A                  | LIBRARY   | PUBLIC SERVICE STAFF CHANGE             | 73,000  | 3.00          | P              | FILLED            | 0.07%               | 0.02%                           |
| 22         | F & A                  | TREASURY  | PUBLIC SERVICE STAFF CHANGE             | 24,000  | 1.00          | P              | FILLED            | 0.02%               | 0.09%                           |
| 23         | P & R                  | C & R     | VOLUNTEERS / TRAINING                   | 35,360  |               |                |                   | 0.03%               | 0.11%                           |
| 24         | T & E                  | TRAFFIC   | PUBLIC SERVICE STAFF CHANGE             | 19,800  | 0.40          |                | VACANT            | 0.02%               | 0.14%                           |
| 25         | P & R                  | C & R     | SPECIAL EVENTS                          | 91,120  |               |                |                   | 0.09%               | 0.16%                           |
| 26         | P & R                  | PWD-PARKS | HORTICULTURE - GREENHOUSE REPAIRS       | 42,000  |               |                |                   | 0.04%               | 0.25%                           |
| 27         | F & A                  | CLERKS    | PUBLIC SERVICE STAFF CHANGE             | 23,620  | 1.00          | P              | FILLED            | 0.02%               | 0.29%                           |
| 28         | T & E                  | PWD - SS  | PUBLIC SERVICE STAFF CHANGE             | 93,700  | 1.00          | P              | FILLED            | 0.09%               | 0.31%                           |



# 1991 CURRENT BUDGET - SERVICE AND PROGRAM PACKAGES

## AS APPROVED BY COUNCIL ON MARCH 21, 1991

| PKG<br>NO. | STAND<br>-ING<br>COMM. | DEPT.     | PACKAGE DESCRIPTION                       | AMOUNT  | STAFF RELATED |                |                   | TAX RATE<br>PERCENT | CUMULATIVE<br>PERCENT<br>STATUS |
|------------|------------------------|-----------|-------------------------------------------|---------|---------------|----------------|-------------------|---------------------|---------------------------------|
|            |                        |           |                                           |         | #<br>FTE's    | PERM.<br>TEMP. | VACANT/<br>FILLED |                     |                                 |
| (1)        | (2)                    | (3)       | (4)                                       | (5)     | (6)           | (7)            | (8)               | (9)                 | (10)                            |
| 29         | T & E                  | PWD - SS  | PUBLIC SERVICE STAFF CHANGE               | 86,000  | 1.00          | P              | FILLED            | 0.08%               | 0.40%                           |
| 30         | P & R                  | PWD-PARKS | PUBLIC SERVICE STAFF CHANGE               | 21,600  | 0.37          | T              | S.S.              | 0.02%               | 0.48%                           |
| 31         | F & A                  | HECFI-CUP | UTILITY SERVICE - HEATING AND COOLING     | 144,230 |               |                |                   | 0.14%               | 0.50%                           |
| 32         | T & E                  | TRAFFIC   | SCHOOL CROSSING GUARD BANQUET             | 5,210   |               |                |                   | 0.00%               | 0.64%                           |
| 33         | P & R                  | PWD-PARKS | MAINTENANCE - WEED SPRAYING               | 60,650  |               |                | CONTRACTUAL       | 0.06%               | 0.64%                           |
| 34         | F & A                  | PROP-BOM  | PREVENTATIVE MNTCE: DESIRABLE             | 276,840 |               |                |                   | 0.27%               | 0.70%                           |
| 35         | F & A                  | HUM RES   | PUBLIC SERVICE STAFF CHANGE               | 28,810  | 1.00          | P              | VACANT            | 0.03%               | 0.97%                           |
| 36         | P & R                  | PWD-PARKS | MAINTENANCE - GENERAL                     | 6,130   |               |                |                   | 0.01%               | 1.00%                           |
| 37         | F & A                  | LIBRARY   | PUBLIC SERVICE STAFF CHANGE               | 59,840  | 2.50          | P              | FILLED            | 0.06%               | 1.01%                           |
| 38         | T & E                  | PWD - SS  | PUBLIC SERVICE STAFF CHANGE               | 86,000  | 2.00          | P              | FILLED            | 0.08%               | 1.07%                           |
| 39         | T & E                  | TRAFFIC   | PUBLIC SERVICE STAFF CHANGE               | 42,190  | 1.00          | P              | VACANT            | 0.04%               | 1.15%                           |
| 40         | P & R                  | PWD - CE  | PUBLIC SERVICE STAFF CHANGE               | 5,000   | 0.17          | P              | FILLED            | 0.00%               | 1.19%                           |
| 41         | P & R                  | C&R - HS  | PUBLIC PROGRAM & SERVICES-HISTORIC SITES  | 38,130  |               |                |                   | 0.04%               | 1.19%                           |
| 42         | P & D                  | PLNNING   | PUBLIC SERVICE STAFF CHANGE               | 40,400  | 1.00          | P              | VACANT            | 0.04%               | 1.23%                           |
| 43         | P & R                  | C & R     | SUBSIDY-COMMUNITY GROUPS/ORGANIZATIONS    | 44,000  |               |                |                   | 0.04%               | 1.27%                           |
| 44         | F & A                  | CLERKS    | ADVERTISING & PROMOTION-FARMER'S MARKET   | 8,400   |               |                |                   | 0.01%               | 1.31%                           |
| 45         | F & A                  | MAYOR     | PHOTOGRAPHIC SUPPLIES                     | 700     |               |                |                   | 0.00%               | 1.32%                           |
| 46         | F & A                  | MAYOR     | MEETING MAYOR'S OFFICE                    | 1,070   |               |                |                   | 0.00%               | 1.32%                           |
| 47         | P & R                  | PWD - CE  | PUBLIC SERVICE STAFF CHANGE               | 5,000   | 0.17          | P              | FILLED            | 0.00%               | 1.32%                           |
| 48         | P & R                  | C&R - HS  | MUSEUM STANDARDS / REGULATIONS            | 31,540  |               |                |                   | 0.03%               | 1.32%                           |
| 49         | P & R                  | PWD - CE  | PUBLIC SERVICE STAFF CHANGE               | 5,000   | 0.17          | P              | FILLED            | 0.00%               | 1.35%                           |
| 50         | F & A                  | LIBRARY   | LIBRARY MATERIALS                         | 23,310  |               |                |                   | 0.02%               | 1.35%                           |
| 51         | F & A                  | CLERKS    | OFFICE SUPPLIES - PRINTING / SERVICE DIV. | 10,000  |               |                |                   | 0.01%               | 1.37%                           |
| 52         | F & A                  | CLERKS    | TAPING MATERIALS FOR SIGHT IMPAIRED       | 3,500   |               |                |                   | 0.00%               | 1.38%                           |
| 53         | P & R                  | C & R     | SUBSIDY TO OTHER ORGANIZATIONS            | 56,500  |               |                |                   | 0.05%               | 1.38%                           |
| 54         | F & A                  | TREASURY  | PUBLIC SERVICE STAFF CHANGE               | 28,090  | 1.00          | P              | FILLED            | 0.03%               | 1.43%                           |
| 55         | F & A                  | PROP-RE   | REDUCTION IN GROUND REPAIRS               | 3,940   |               |                |                   | 0.00%               | 1.46%                           |
| 56         | F & A                  | CLERKS    | PURCHASE OF INFRA-RED EQUIPMENT           | 4,000   |               |                |                   | 0.00%               | 1.46%                           |
| 57         | P & R                  | PWD-PARKS | HORTICULTURE - TURF - CHEDOKE GOLF        | 35,000  |               |                |                   | 0.03%               | 1.46%                           |



# 1991 CURRENT BUDGET - SERVICE AND PROGRAM PACKAGES AS APPROVED BY COUNCIL ON MARCH 21, 1991

| PKG<br>NO. | STAND<br>-ING<br>COMM. | DEPT.     | PACKAGE DESCRIPTION                       | AMOUNT  | STAFF RELATED |                |                   | TAX RATE<br>PERCENT | CUMULATIVE<br>PERCENT<br>STATUS |
|------------|------------------------|-----------|-------------------------------------------|---------|---------------|----------------|-------------------|---------------------|---------------------------------|
|            |                        |           |                                           |         | #<br>FTE's    | PERM.<br>TEMP. | VACANT/<br>FILLED |                     |                                 |
| (1)        | (2)                    | (3)       | (4)                                       | (5)     | (6)           | (7)            | (8)               | (9)                 | (10)                            |
| 58         | P & R                  | PWD-PARKS | HORTICULT.-TURF-KING'S FOREST GOLF        | 32,000  |               |                |                   | 0.03%               | 1.49%                           |
| 59         | F & A                  | CLERKS    | ADVERTISING & PROMOTION                   | 10,000  |               |                |                   | 0.01%               | 1.52%                           |
| 60         | F & A                  | CLERKS    | SALARIES-OVERTIME - LEGISLATIVE ASSISTANT | 14,100  |               |                |                   | 0.01%               | 1.53%                           |
| 61         | P & R                  | PWD-PARKS | HORTICULTURE - FLORICULTURE               | 3,000   |               |                |                   | 0.00%               | 1.54%                           |
| 62         | P & R                  | C & R     | PLAYGROUND SUPPORT-MATERIALS & CAR        | 17,090  |               |                |                   | 0.02%               | 1.54%                           |
| 63         | P & R                  | C & R     | ARENA STAFFING                            | 50,000  |               |                |                   | 0.05%               | 1.56%                           |
| 64         | T & E                  | TRAFFIC   | NEIGHBOURHOOD WATCH SIGNAGE               | 6,500   |               |                |                   | 0.01%               | 1.61%                           |
| 65         | T & E                  | PWD - SS  | BEAUTIFICATION-TRAFFIC ISLANDS            | 13,260  |               |                |                   | 0.01%               | 1.62%                           |
| 66         | T & E                  | TRAFFIC   | PUBLIC SERVICE STAFF CHANGE               | 124,740 | 7.30          | 21 P           | FILLED            | 0.12%               | 1.63%                           |
| 74         | T & E                  | PWD - SS  | HANGING BASKET PROGRAM                    | 25,900  |               |                |                   | 0.02%               | 1.75%                           |
| 79         | H & S                  | C&R-HSP   | HAMILTON/SCOURGE-SENIOR GOV'T. FUNDS      | 156,030 | 2.00          | P              | FILLED            | 0.15%               | 1.77%                           |
| 86         | T & E                  | PWD - SS  | INDUSTRY ROADSIDE BEAUTIFICATION          | 10,480  |               |                |                   | 0.01%               | 1.92%                           |
| 89         | T & E                  | PWD - SS  | FLORAL PLANTER PROGRAM                    | 4,000   |               |                |                   | 0.00%               | 1.93%                           |
| 99         | P & R                  | C & R     | SWIMMING PROGRAM FOR BEACH STRIP AREA     | 32,000  |               |                |                   | 0.03%               | 1.93%                           |
| 67         | F & A                  | TREASURY  | PUBLIC SERVICE STAFF CHANGE               | 58,000  | 1.00          | P              | FILLED            | 0.06%               | 1.96%                           |
| 68         | F & A                  | PROP-BOM  | PREVENTATIVE MAINTENANCE: NEED            | 17,810  |               |                |                   | 0.02%               | 2.02%                           |
| 69         | F & A                  | FINC'LS   | DELAY COMPREHENSIVE AUDIT PROGRAM - 1YR   | 150,000 |               |                |                   | 0.14%               | 2.04%                           |
| 70         | T & E                  | TRAFFIC   | PUBLIC SERVICE STAFF CHANGE               | 58,580  | 2.80          | 8 P            | FILLED            | 0.06%               | 2.18%                           |
| 71         | P & R                  | PWD-PARKS | SPORTS FACILITIES - TOBOGGANING           | 31,670  |               |                |                   | 0.03%               | 2.24%                           |
| 72         | P & R                  | PWD-PARKS | SPECIAL REPAIR ACCOUNT                    | 20,000  |               |                |                   | 0.02%               | 2.27%                           |
| 73         | T & E                  | PWD - SS  | ROADSIDE WEED SPRAY                       | 31,360  |               |                |                   | 0.03%               | 2.29%                           |
| 75         | P & R                  | PWD-PARKS | PUBLIC SERVICE STAFF CHANGE               | 45,500  | 0.67          |                |                   | 0.04%               | 2.32%                           |
| 76         | F & A                  | CLERKS    | PURCHASE OF F.O.I. PHOTOCOPIER            | 5,510   |               |                |                   | 0.01%               | 2.36%                           |
| 77         | P & R                  | PWD - CE  | PUBLIC SERVICE STAFF CHANGE               | 5,000   | 0.17          | P              | FILLED            | 0.00%               | 2.37%                           |
| 78         | T & E                  | TRAFFIC   | PUBLIC SERVICE STAFF CHANGE               | 26,500  | 1.20          |                | FILLED            | 0.03%               | 2.37%                           |
| 80         | T & E                  | TRAFFIC   | TRAFFIC SIGNAL MODERNIZATION              | 10,000  |               |                |                   | 0.01%               | 2.40%                           |
| 81         | P & R                  | PWD-PARKS | GENERAL MAINTENANCE                       | 5,000   |               |                |                   | 0.00%               | 2.41%                           |
| 82         | T & E                  | PWD - SS  | PUBLIC SERVICE STAFF CHANGE               | 50,000  | 1.25          | T              | S.S.              | 0.05%               | 2.41%                           |
| 83         | P & R                  | PWD-PARKS | MAINTENANCE - AVIARY                      | 4,000   |               |                |                   | 0.00%               | 2.46%                           |



**1991 CURRENT BUDGET - SERVICE AND PROGRAM PACKAGES  
AS APPROVED BY COUNCIL ON MARCH 21, 1991**

| PKG<br>NO.               | STAND<br>-ING<br>COMM. | DEPT.     | PACKAGE DESCRIPTION                | AMOUNT           | STAFF RELATED |       |                   | TAX RATE<br>PERCENT | CUMULATIVE<br>PERCENT<br>STATUS |
|--------------------------|------------------------|-----------|------------------------------------|------------------|---------------|-------|-------------------|---------------------|---------------------------------|
|                          |                        |           |                                    |                  | #<br>FTE's    | PERM. | VACANT/<br>FILLED |                     |                                 |
| (1)                      | (2)                    | (3)       | (4)                                | (5)              | (6)           | (7)   | (8)               | (9)                 | (10)                            |
| 84                       | P & R                  | PWD-PARKS | MAINTENANCE - DEPOTS / YARDS       | 22,100           |               |       |                   | 0.02%               | 2.46%                           |
| 85                       | T & E                  | PWD - SS  | RENT - CAR POOL                    | 5,710            |               |       |                   | 0.01%               | 2.48%                           |
| 87                       | T & E                  | PWD - SS  | POTABLE WATER                      | 33,240           |               |       |                   | 0.03%               | 2.49%                           |
| 88                       | T & E                  | PWD - SS  | TRUCK RODEO                        | 6,500            |               |       |                   | 0.01%               | 2.52%                           |
| 90                       | H & S                  | C&R-HSP   | REPLICA MAST (SCOURGE) REPLACEMENT | 12,000           |               |       |                   | 0.01%               | 2.52%                           |
| 91                       | P & R                  | PWD-PARKS | ADMINISTRATION - CAR ALLOWANCE     | 3,000            |               |       |                   | 0.00%               | 2.53%                           |
| 92                       | P & R                  | PWD - CE  | LUBRICANTS                         | 500              |               |       |                   | 0.00%               | 2.54%                           |
| 93                       | P & R                  | PWD - CE  | OFFICE SUPPLIES                    | 500              |               |       |                   | 0.00%               | 2.54%                           |
| 94                       | P & R                  | PWD - CE  | REPAIRS - MAINTENANCE EQUIPMENT    | 3,000            |               |       |                   | 0.00%               | 2.54%                           |
| 95                       | P & R                  | PWD - CE  | ADMINISTRATION - OPERATION         | 10,600           |               |       |                   | 0.01%               | 2.54%                           |
| 96                       | P & D                  | PLNNG     | PUBLIC SERVICE STAFF CHANGE        | 26,700           | 1.00          | P     | VACANT            | 0.03%               | 2.55%                           |
| 97                       | P & D                  | BUILDING  | PUBLIC SERVICE STAFF CHANGE        | 57,500           | 3.00          | P     | 1 VACANT          | 0.05%               | 2.58%                           |
| 98                       | P & D                  | BUILDING  | PUBLIC SERVICE STAFF CHANGE        | 117,400          | 3.00          | P     | VACANT            | 0.11%               | 2.63%                           |
| PRESENT TAX RATE STATUS  |                        |           |                                    |                  |               |       |                   |                     | 2.74%                           |
| TOTAL                    |                        |           |                                    | <u>4,787,230</u> | <u>121.90</u> |       |                   |                     |                                 |
| TOTAL NON-STAFF PACKAGES |                        |           |                                    | 1,808,290        |               |       |                   |                     |                                 |
| TOTAL STAFF PACKAGES     |                        |           |                                    | <u>2,978,940</u> |               |       |                   |                     |                                 |
| TOTAL                    |                        |           |                                    | <u>4,787,230</u> |               |       |                   |                     |                                 |



# 1991 CURRENT BUDGET - SERVICE AND PROGRAM PACKAGES AS APPROVED BY COUNCIL ON MARCH 21, 1991

| STAND                            |       |       |                     | STAFF RELATED            |       |       |         | CUMULATIVE |         |
|----------------------------------|-------|-------|---------------------|--------------------------|-------|-------|---------|------------|---------|
| PKG                              | -ING  |       |                     |                          | #     | PERM. | VACANT/ | TAX RATE   | PERCENT |
| NO.                              | COMM. | DEPT. | PACKAGE DESCRIPTION | AMOUNT                   | FTE's | TEMP. | FILLED  | PERCENT    | STATUS  |
| (1)                              | (2)   | (3)   | (4)                 | (5)                      | (6)   | (7)   | (8)     | (9)        | (10)    |
| STANDING COMMITTEE ABBREVIATION: |       |       |                     | DEPARTMENT ABBREVIATION: |       |       |         |            |         |

F & A FINANCE AND ADMINISTRATION COMMITTEE  
P & D PLANNING AND DEVELOPMENT COMMITTEE  
P & R PARKS AND RECREATION COMMITTEE  
F & A TRANSPORT AND ENVIRONMENT COMMITTEE  
H & S HAMILTON - SCOURGE COMMITTEE

C & R CULTURE AND RECREATION  
C&R - HS CULTURE & RECREATION - HISTORICAL SITES  
C&R-HSP CULTURE & RECREATION - HAMILTON SOURCE  
HECFI-CUP HECFI - CENTRAL UTILITIES PLANT  
HUM RES HUMAN RESOURCES  
PROP-BOM PROPERTY - BUILDING OPERATIONS & MAINTENANCE  
PROP-RE PROPERTY - REAL ESTATE  
PWD - CE PUBLIC WORKS CEMETERY DIVISION  
PWD - SS PUBLIC WORKS STREETS AND SANITATION DIVISION  
PWD-PARKS PUBLIC WORKS PARKS DIVISION  
FINC'LS FINANCIALS  
TREASUR TREASURY

PACKAGES NOT TO BE FUNDED

## 1991 TRAFFIC DEPARTMENT PERFORMANCE BUDGET

### INTRODUCTION

This document represents the proposed 1991 funding for Traffic Department outside activities (traffic signals, signs, roadway markings, parking meters) and counts and studies using Maintenance Management or Performance Budget concepts. The Performance Budget concept indicates the relationship between service levels provided and the costs of providing individual services. The Performance Budget is a valuable tool for decision making in terms of providing information which permits the rationalization of the funding requirements for services, and the effective monitoring and control of the costs to provide these services.

This Performance Budget provides greater detail of expenditures for operations centre activities found in Worksheet No.1, under account centres 75121 to 75915, Maintenance Operations - City. Drafting Section activities were added for 1990 and it is hoped to expand this concept to other department activities in the future.

### ADVANTAGES OF PERFORMANCE (MAINTENANCE MANAGEMENT) BUDGET

- 1) Provides the best information for decision making at all levels of management.
- 2) Measures of Accomplishment - at any point in time: "Actual" versus "Planned" quantities of work completed can be reviewed.
- 3) Measures of Unit Cost (in dollars per unit) - cost trends can be determined by activity and less expensive methods of performing work can be investigated.
- 4) Direct productivity measures such as manhours/unit are available to analyze activities.

Information is provided for each group of activities on the left-hand page and the right-hand page as follows:

#### LEFT-HAND PAGE:

The left-hand page describes the following aspects concerning the activities:

**OBJECTIVE** - of the group of activities

**FUNCTIONS PERFORMED** - the nature and extent of the services provided  
(where applicable)

**SERVICE LEVEL PROVIDED** - the types and degree of the service provided

**COST/PERFORMANCE IMPROVEMENTS** - overview of measure being implemented to improve cost and performance

#### RIGHT-HAND PAGE:

The right-hand page details the cost to provide the levels of service as functional grouping of these detailed on the left-hand page. Also included are the projected and budgeted costs for the previous year.

The following cost categories are included for Operations and for Counts and Studies activities:

**UNITS** - the number of units

**MEASURE** - the unit of measure for providing the service

**MAN HOURS** - the number of manhours to provide the service

**LABOUR** - total labour cost at current rental hourly rates

**V/E RENTALS** - the vehicle and equipment cost to provide the service

**MATERIAL** - the material or operating supply costs for the service

**CONTRACTUAL** - the cost of services contracted to others

**ESTIMATE** - the total cost of providing the service



## 1991 TRAFFIC DEPARTMENT PERFORMANCE BUDGET

### TRAFFIC SIGNAL MAINTENANCE

#### OBJECTIVE

The major objective for traffic signal maintenance and the maintenance control devices is to keep all equipment in proper working order at all times.

#### SERVICE LEVEL GOALS

##### IMMEDIATE ACTION TO REPAIR:

1. Any defective signal or lighting display or seriously obscured or dirty signal indications.
2. Any failure of a traffic signal controller resulting in a stuck or abnormal signal indication.
3. Any defects in the system which controls the relationship between traffic signals.
4. Physical damage to poles, support arms, signal heads or other equipment; where damage constitutes a physical hazard, impairs the functioning of the signal or results in serious misalignment of the signal display.

##### REGULARLY SCHEDULED PREVENTATIVE MAINTENANCE TO ACHIEVE:

1. The annual overhaul of all electro-mechanical controller mechanisms.
2. The annual inspection of all solid state controllers.
3. The annual testing of conflict monitors.
4. The annual replacement of all traffic control device lamp bulbs except vehicle amber bulbs.
5. Replacement of all vehicle signal amber indication bulbs every second year.
6. The annual visual inspection of all signal hardware, including overhead cable, bonding, handholes and junction boxes; signal arms, hangers, doors and backboards.
7. The regular inspection of signal equipment and features such as traffic signal night flash operation, vehicle gates, vehicle-actuated controllers,

traffic progression and changeable message signs.

8. Maintenance, as required, to expeditiously correct all faults not of an electrically operated traffic emergency nature such as:
  - lightly soiled, damaged or obscured signal heads, visors and/or backboards.
  - cable or wiring which is not fully secured or shows signs of wear.
  - defective signal head hanger units.
  - poles and mast arms which require painting or cleaning.
  - concrete structures which show signs of weakening or failure.

#### COST/PERFORMANCE IMPROVEMENTS

Solid state equipment is being substituted for electro-mechanical equipment to provide signal operation better tailored to traffic demands, and lower costs.

Trouble calls to traffic signals and electrical devices are analyzed to determine:

- (a) repeated types of failures susceptible to correction by changes to preventive maintenance procedures.
- (b) sources of failures susceptible to correction by improvements in equipment selection.
- (c) sources of failures susceptible to correction by quality control improvements.

Where practicable, damaged equipment is refurbished and recycled.

Staff training programs are being undertaken to improve staff skill levels, in keeping with the increasing complexity of new equipment being placed in service.

Modern diagnostic equipment is being provided for staff in order to minimize the consequences of equipment failure.

## 1991 TRAFFIC DEPARTMENT PERFORMANCE BUDGET - CITY ACTIVITIES

| A                                                     | B     | C        | D          | E            | F             | G            | H          | I                | 1990          | 1990          |
|-------------------------------------------------------|-------|----------|------------|--------------|---------------|--------------|------------|------------------|---------------|---------------|
| DESCRIPTION                                           | UNITS | MEASURE  | MANHOURS   | LABOUR       | V/E<br>RENTAL | MATERIAL     | CONTRACT   | (E TO H)<br>1991 | ACTUAL        | BUDGET        |
| <b>TRAFFIC SIGNAL MAINTENANCE - COST CENTRE 75220</b> |       |          |            |              |               |              |            |                  |               |               |
| TROUBLE CALL-LAMP                                     | 3     | CALL     | 6          | 147          | 96            | 0            | 0          | 243              | 89            | 302           |
| TROUBLE CALL-SIGNAL OTHER                             | 33    | CALL     | 30         | 789          | 329           | 1,157        | 0          | 2,276            | 773           | 2,678         |
| TROUBLE CALL SIGN LIGHTS<br>& ELECT.                  | 2     | CALL     | 3          | 73           | 0             | 0            | 0          | 73               | 0             | 58            |
| TRAFFIC SIGNAL REPAIRS                                | 56    | LOCATION | 138        | 3,663        | 687           | 1,986        | 814        | 7,150            | 11,068        | 5,684         |
| SIGN LIGHTS REPAIRS                                   | 1     | LOCATION | 2          | 62           | 26            | 0            | 0          | 88               | 87            | 108           |
| TIMING CHANGES                                        | 1     | LOCATION | 1          | 31           | 0             | 0            | 0          | 31               | 241           | 98            |
| ANNUAL SERVICE-CONTOLLERS                             | 17    | LOCATION | 34         | 899          | 143           | 3,137        | 0          | 4,179            | 1,808         | 3,309         |
| ANNUAL SERVICE-SIGNALS                                | 17    | LOCATION | 46         | 1,217        | 345           | 693          | 0          | 2,255            | 2,924         | 3,180         |
| ANNUAL SERVICE-SIGN LIGHTS                            | 18    | LOCATION | 21         | 569          | 178           | 21           | 0          | 768              | 389           | 170           |
| SPECIAL INSPECTIONS                                   | 10    | MAN-HRS  | 10         | 254          | 0             | 0            | 0          | 254              | 0             | 586           |
| NEW FLASHERS                                          | 0     | MAN-HRS  | 0          | 0            | 0             | 0            | 0          | 0                | 0             | 0             |
| VANDALISM                                             | 9     | MAN-HRS  | 9          | 242          | 105           | 19           | 0          | 367              | 236           | 236           |
| <b>TOTAL FOR THIS ACTIVITY GROUP</b>                  |       |          | <b>300</b> | <b>7,948</b> | <b>1,910</b>  | <b>7,013</b> | <b>814</b> | <b>17,685</b>    | <b>17,620</b> | <b>16,409</b> |
| <b>PLUS STANDBY AND FOREMAN CALLOUT</b>               |       |          |            |              |               |              |            | <b>3,120</b>     | <b>2,540</b>  | <b>2,535</b>  |
| <b>LIGHT AND POWER</b>                                |       |          |            |              |               |              |            | <b>9,170</b>     | <b>8,820</b>  | <b>8,820</b>  |
| <b>TOTAL BUDGET AMOUNT</b>                            |       |          |            |              |               |              |            | <b>29,975</b>    | <b>28,980</b> | <b>27,764</b> |
| <b>DIFFERENCE (1991-1990)</b>                         |       |          |            |              |               |              |            | <b>2,211</b>     |               |               |
| <b>% CHANGE</b>                                       |       |          |            |              |               |              |            | <b>8.0%</b>      |               |               |



## CAPITAL BUDGET ASSUMPTIONS AND NOTATIONS

Assumptions

The figures presented in these schedules are based on the following assumptions:

|                    |                                                 |               |
|--------------------|-------------------------------------------------|---------------|
| Population         | - Increase per annum                            | .50 percent   |
| Assessment         | - Increase per annum                            | 1.25 percent  |
| Tax Levy           | - Increase per annum Municipal                  | 5.00 percent  |
| Interest Rates     | - Per annum - Local Improvements                | 11.00 percent |
|                    | - Other Municipal Projects                      | 11.00 percent |
| Term of Debentures | - City's Share of Locals and Municipal Services | 10 years      |
|                    | - Other Municipal Projects                      | 10 years      |

Notations:

- (1) The intended scheduling of all projects along with requesting authorization for approval of the Ontario Municipal Board is shown in Columns under "Project - Start/Finish".
- (2) The Column "1996 and After", will only include the financing required to complete a project commenced in the years 1991 to 1995 inclusive. Projects scheduled for commencement in 1996 or after are shown on a separate report, as are those projects which had originally been submitted for consideration in the 1991-1995 Capital Budget, but have for various reasons been delayed to the 1996-2000 Capital Budget.

## CAPITAL BUDGET ASSUMPTIONS AND NOTATIONS

Notations: – continued

## (3) Notations on Subsidies or Other Receipts –

|         |                                                                                                         |
|---------|---------------------------------------------------------------------------------------------------------|
| CF      | Current Fund                                                                                            |
| CL      | Capital Levy                                                                                            |
| COM     | Commutation                                                                                             |
| DEB     | Debenture                                                                                               |
| F       | Federal Contribution                                                                                    |
| LS      | Land Sale                                                                                               |
| NPH     | Non-Profit Housing                                                                                      |
| ONT HYD | Ontario Hydro                                                                                           |
| OR      | Other Revenue Source                                                                                    |
| P       | Provincial Contribution                                                                                 |
| PE      | Private Enterprise Contribution                                                                         |
| PS      | Public Subscription                                                                                     |
| RCP     | Reserve for Capital Project – General                                                                   |
| RCP-C   | Reserve for Capital Projects – Central Utilities Plant                                                  |
| RCP-H   | Reserve for Capital Project – Hamilton Entertainment Convention Facilities<br>Incorporated (H.E.C.F.I.) |
| RCP-L   | Reserve for Capital Project – Library                                                                   |
| RHW     | Region of Hamilton-Wentworth                                                                            |
| R-NPH   | Recoverable from Municipal Non-Profit (Hamilton) Housing Corporation                                    |
| ROSP    | Reserve for Off-Street Parking                                                                          |
| RPL     | Reserve for Park Land – 5% Land Dedication                                                              |
| RPP     | Reserve for Property Purchase                                                                           |
| RRB-L   | Reserve for Repairs to Buildings – Library                                                              |
| RS      | Roadway Subsidy                                                                                         |
| RSTUL   | Reserve for Services Through Unsubdivided Land                                                          |
| RTS-CC  | Reserve for Ticket Surcharge – Copps Coliseum (H.E.C.F.I.)                                              |
| RTS-HP  | Reserve for Ticket Surcharge – Hamilton Place (H.E.C.F.I.)                                              |
| UF      | Users' Fees                                                                                             |



**CAPITAL BUDGET PROGRAM 1996 - 2000**  
**ESTIMATED COST AND FINANCING OF PROJECTS FOR CONSIDERATION**  
**IN THE YEARS 1996 AND AFTER**

**\*\*\*\*\* S U M M A R Y \*\*\*\*\***

(000's)

| PROJECT DESCRIPTION                  | SUBSIDIES &   |                          | REQUIRED |                 | ***** FINANCING ***** |        |        |        |        |        |
|--------------------------------------|---------------|--------------------------|----------|-----------------|-----------------------|--------|--------|--------|--------|--------|
|                                      | GROSS<br>COST | OTHER RECEIPTS<br>AMOUNT | CODE     | 2001 &<br>AFTER | 1996 -<br>2000        | 1996   | 1997   | 1998   | 1999   | 2000   |
| GENERAL GOVERNMENT                   |               |                          |          |                 |                       |        |        |        |        |        |
| HOUSING DEPARTMENT                   | 5,000         | 5,000                    |          | 0               | 0                     |        |        |        |        |        |
| PROPERTY DEPARTMENT                  | 8,100         | 0                        |          | 0               | 8,100                 | 1,500  | 1,500  | 1,500  | 1,800  | 1,800  |
| TREASURY DEPARTMENT                  | 2,124         | 0                        |          | 0               | 2,124                 | 389    | 405    | 424    | 443    | 463    |
| SUB-TOTAL                            | 15,224        | 5,000                    |          | 0               | 10,224                | 1,889  | 1,905  | 1,924  | 2,243  | 2,263  |
| TRANSPORTATION SERVICES              |               |                          |          |                 |                       |        |        |        |        |        |
| DEPARTMENT OF ENGINEERING            | 96,700        | 26,643                   |          | 0               | 70,057                | 12,296 | 13,112 | 13,984 | 14,900 | 15,765 |
| RECREATION AND CULTURAL SERVICES     |               |                          |          |                 |                       |        |        |        |        |        |
| DEPARTMENT OF CULTURE AND RECREATION | 37,250        | 0                        |          | 0               | 37,250                | 5,750  | 7,800  | 13,700 | 5,500  | 4,500  |
| PUBLIC WORKS - PARKS DIVISION        | 16,000        | 0                        |          | 0               | 16,000                | 3,200  | 3,200  | 3,200  | 3,200  | 3,200  |
| HAMILTON PUBLIC LIBRARY BOARD        | 9,672         | 0                        |          | 0               | 9,672                 | 5,983  | 3,689  | 0      | 0      | 0      |
| SUB-TOTAL                            | 62,922        | 0                        |          | 0               | 62,922                | 14,933 | 14,689 | 16,900 | 8,700  | 7,700  |
| PLANNING AND DEVELOPMENT             |               |                          |          |                 |                       |        |        |        |        |        |
| PLANNING DEPARTMENT                  | 2,000         | 0                        |          | 0               | 2,000                 | 2,000  | 0      | 0      | 0      | 0      |
| PUBLIC WORKS DEPARTMENT              | 2,000         | 400                      |          | 0               | 1,600                 | 300    | 500    | 500    | 300    | 0      |
| SUB-TOTAL                            | 4,000         | 400                      |          | 0               | 3,600                 | 2,300  | 500    | 500    | 300    | 0      |

**CAPITAL BUDGET PROGRAM 1996 - 2000**  
**ESTIMATED COST AND FINANCING OF PROJECTS FOR CONSIDERATION**  
**IN THE YEARS 1996 AND AFTER**

**\*\*\*\*\* S U M M A R Y \*\*\*\*\***

(000's)

| PROJECT DESCRIPTION                                            | SUBSIDIES &<br>OTHER RECEIPTS |            |      | REQUIRED        |                | ***** FINANCING ***** |            |            |            |            |
|----------------------------------------------------------------|-------------------------------|------------|------|-----------------|----------------|-----------------------|------------|------------|------------|------------|
|                                                                | GROSS<br>COST                 | AMOUNT     | CODE | 2001 &<br>AFTER | 1996 -<br>2000 | 1996                  | 1997       | 1998       | 1999       | 2000       |
| CONTINGENCY                                                    |                               |            |      |                 |                |                       |            |            |            |            |
| CAPITAL CONTINGENCY                                            | 7,500                         | 0          |      | 0               | 7,500          | 1,500                 | 1,500      | 1,500      | 1,500      | 1,500      |
| <br>TOTAL MUNICIPAL GENERAL                                    | <br>186,346                   | <br>32,043 |      | <br>0           | <br>154,303    | <br>32,918            | <br>31,706 | <br>34,808 | <br>27,643 | <br>27,228 |
| LESS PROCEEDS FROM CAPITAL LEVY,<br>RESERVES AND RESERVE FUNDS |                               |            |      |                 |                |                       |            |            |            |            |
| CAPITAL LEVY                                                   | 0                             | 32,565     |      | 0               | 32,565         | 6,353                 | 6,432      | 6,512      | 6,593      | 6,675      |
| <br>NET TOTAL MUNICIPAL GENERAL                                | <br>186,346                   | <br>64,608 |      | <br>0           | <br>121,738    | <br>26,565            | <br>25,274 | <br>28,296 | <br>21,050 | <br>20,553 |
| <br>NET TOTAL CAPITAL BUDGET<br>PROGRAM 1996-2000              | <br>186,346                   | <br>64,608 |      | <br>0           | <br>121,738    | <br>26,565            | <br>25,274 | <br>28,296 | <br>21,050 | <br>20,553 |



**PROPOSED CAPITAL BUDGET PROGRAM 1996 - 2000**  
**ESTIMATED COST AND FINANCING OF PROJECTS FOR CONSIDERATION**  
**IN THE YEARS 1996 AND AFTER**

CODING:

(000's)

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| (2) METHOD OF FINANCING |                                |                  |        | SUBSIDIES &   |                          |       | REQUIRED        |                | ***** FINANCING ***** |       |       |       |       |
|-------------------------|--------------------------------|------------------|--------|---------------|--------------------------|-------|-----------------|----------------|-----------------------|-------|-------|-------|-------|
| CODING                  | PROJECT DESCRIPTION            | PROJECT<br>START | FINISH | GROSS<br>COST | OTHER RECEIPTS<br>AMOUNT | CODE  | 2001 &<br>AFTER | 1996 -<br>2000 | 1996                  | 1997  | 1998  | 1999  | 2000  |
| GENERAL GOVERNMENT      |                                |                  |        |               |                          |       |                 |                |                       |       |       |       |       |
| HOUSING DEPARTMENT      |                                |                  |        |               |                          |       |                 |                |                       |       |       |       |       |
| 1 189.0                 | MUNICIPAL NON-PROFIT           | 1996             | 2000   | 5,000         | 5,000                    | R-NPH |                 |                |                       |       |       |       |       |
| 2                       | (HAMILTON) HOUSING CORPORATION |                  |        |               |                          |       |                 |                |                       |       |       |       |       |
| SUB-TOTAL               |                                |                  |        | 5,000         | 5,000                    |       | 0               | 0              |                       |       |       |       |       |
| PROPERTY DEPARTMENT     |                                |                  |        |               |                          |       |                 |                |                       |       |       |       |       |
| 1 190.0                 | LAND ACQUISITION               | 1996             | 2000   | 8,100         |                          |       |                 | 8,100          | 1,500                 | 1,500 | 1,500 | 1,800 | 1,800 |
| 2                       | - GENERAL                      |                  |        |               |                          |       |                 |                |                       |       |       |       |       |
| SUB-TOTAL               |                                |                  |        | 8,100         | 0                        |       | 0               | 8,100          | 1,500                 | 1,500 | 1,500 | 1,800 | 1,800 |

**PROPOSED CAPITAL BUDGET PROGRAM 1996 - 2000**  
**ESTIMATED COST AND FINANCING OF PROJECTS FOR CONSIDERATION**  
**IN THE YEARS 1996 AND AFTER**

(000's)

CODING:

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| (2) METHOD OF FINANCING  |                     |                                                                                |        | SUBSIDIES & |                       | REQUIRED |              | ***** FINANCING ***** |       |       |       |       |       |
|--------------------------|---------------------|--------------------------------------------------------------------------------|--------|-------------|-----------------------|----------|--------------|-----------------------|-------|-------|-------|-------|-------|
| CODING                   | PROJECT DESCRIPTION | PROJECT START                                                                  | FINISH | GROSS COST  | OTHER RECEIPTS AMOUNT | CODE     | 2001 & AFTER | 1996 - 2000           | 1996  | 1997  | 1998  | 1999  | 2000  |
| GENERAL GOVERNMENT       |                     |                                                                                |        |             |                       |          |              |                       |       |       |       |       |       |
| TREASURY DEPARTMENT      |                     |                                                                                |        |             |                       |          |              |                       |       |       |       |       |       |
| 1                        | 191.0               | CAPITAL OPERATING                                                              | 1996   | 2000        | 336                   |          |              | 336                   | 62    | 64    | 67    | 70    | 73    |
| 2                        |                     | GRANT - HAMILTON SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS              |        |             |                       |          |              |                       |       |       |       |       |       |
| 1                        | 192.0               | FACILITIES CAPITAL                                                             | 1996   | 2000        | 1,788                 |          |              | 1,788                 | 327   | 341   | 357   | 373   | 390   |
| 2                        |                     | CONSTRUCTION GRANT - HAMILTON SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS |        |             |                       |          |              |                       |       |       |       |       |       |
| SUB-TOTAL                |                     |                                                                                |        |             | 2,124                 | 0        | 0            | 2,124                 | 389   | 405   | 424   | 443   | 463   |
| TOTAL GENERAL GOVERNMENT |                     |                                                                                |        |             | 15,224                | 5,000    | 0            | 10,224                | 1,889 | 1,905 | 1,924 | 2,243 | 2,263 |



**PROPOSED CAPITAL BUDGET PROGRAM 1996 - 2000**  
**ESTIMATED COST AND FINANCING OF PROJECTS FOR CONSIDERATION**  
**IN THE YEARS 1996 AND AFTER**

CODING:

(000's)

(1) CAPITAL BUDGET NUMBER

(2) METHOD OF FINANCING

| (2) METHOD OF FINANCING   |                                   |               |                | SUBSIDIES & |                       |      | REQUIRED     |             | ***** FINANCING ***** |       |        |        |        |
|---------------------------|-----------------------------------|---------------|----------------|-------------|-----------------------|------|--------------|-------------|-----------------------|-------|--------|--------|--------|
| CODING                    | PROJECT DESCRIPTION               | PROJECT START | PROJECT FINISH | GROSS COST  | OTHER RECEIPTS AMOUNT | CODE | 2001 & AFTER | 1996 - 2000 | 1996                  | 1997  | 1998   | 1999   | 2000   |
| TRANSPORTATION SERVICES   |                                   |               |                |             |                       |      |              |             |                       |       |        |        |        |
| DEPARTMENT OF ENGINEERING |                                   |               |                |             |                       |      |              |             |                       |       |        |        |        |
| 1 193.0                   | RECONSTRUCTION                    | 1996          | 1996           | 13,677      | 4,377                 | RS   |              | 9,300       | 9,300                 |       |        |        |        |
| 2                         | PROGRAM - LOCAL ROADS & SIDEWALKS |               |                |             |                       |      |              |             |                       |       |        |        |        |
| 1 194.0                   | RECONSTRUCTION                    | 1997          | 1997           | 14,574      | 4,664                 | RS   |              | 9,910       |                       | 9,910 |        |        |        |
| 2                         | PROGRAM - LOCAL ROADS & SIDEWALKS |               |                |             |                       |      |              |             |                       |       |        |        |        |
| 1 195.0                   | RECONSTRUCTION                    | 1998          | 1998           | 15,529      | 4,969                 | RS   |              | 10,560      |                       |       | 10,560 |        |        |
| 2                         | PROGRAM - LOCAL ROADS & SIDEWALKS |               |                |             |                       |      |              |             |                       |       |        |        |        |
| 1 196.0                   | RECONSTRUCTION                    | 1999          | 1999           | 16,530      | 5,290                 | RS   |              | 11,240      |                       |       |        | 11,240 |        |
| 2                         | PROGRAM - LOCAL ROADS & SIDEWALKS |               |                |             |                       |      |              |             |                       |       |        |        |        |
| 1 197.0                   | RECONSTRUCTION                    | 2000          | 2000           | 17,467      | 5,589                 | RS   |              | 11,878      |                       |       |        |        | 11,878 |
| 2                         | PROGRAM - LOCAL ROADS & SIDEWALKS |               |                |             |                       |      |              |             |                       |       |        |        |        |

**PROPOSED CAPITAL BUDGET PROGRAM 1996 - 2000**  
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| (2) METHOD OF FINANCING               |                                                                |               | SUBSIDIES & OTHER RECEIPTS |            |        |      |              | REQUIRED    |       | ***** FINANCING ***** |       |       |       |  |
|---------------------------------------|----------------------------------------------------------------|---------------|----------------------------|------------|--------|------|--------------|-------------|-------|-----------------------|-------|-------|-------|--|
| CODING                                | PROJECT DESCRIPTION                                            | PROJECT START | FINISH                     | GROSS COST | AMOUNT | CODE | 2001 & AFTER | 1996 - 2000 | 1996  | 1997                  | 1998  | 1999  | 2000  |  |
| TRANSPORTATION SERVICES               |                                                                |               |                            |            |        |      |              |             |       |                       |       |       |       |  |
| DEPARTMENT OF ENGINEERING - continued |                                                                |               |                            |            |        |      |              |             |       |                       |       |       |       |  |
| 1 198.0                               | CITY'S SHARE OF SERVICES THROUGH UNSUBDIVIDED LAND             | 1996          | 2000                       | 12,918     |        |      |              | 12,918      | 2,251 | 2,409                 | 2,577 | 2,758 | 2,923 |  |
| 2                                     |                                                                |               |                            |            |        |      |              |             |       |                       |       |       |       |  |
| 1 203.0                               | CATCH BASIN & DRAIN CONNECTION                                 | 1996          | 2000                       | 1,235      |        |      |              | 1,235       | 219   | 232                   | 246   | 261   | 277   |  |
| 2                                     |                                                                |               |                            |            |        |      |              |             |       |                       |       |       |       |  |
| 1 208.0                               | 1996 PROGRAM - CITY'S SHARE OF SERVICES FOR RESIDENTIAL LOCALS | 1996          | 1996                       | 832        | 306    | RS   |              | 526         | 526   |                       |       |       |       |  |
| 2                                     |                                                                |               |                            |            |        |      |              |             |       |                       |       |       |       |  |
| 1 209.0                               | 1997 PROGRAM - CITY'S SHARE OF SERVICES FOR RESIDENTIAL LOCALS | 1997          | 1997                       | 887        | 326    | RS   |              | 561         |       | 561                   |       |       |       |  |
| 2                                     |                                                                |               |                            |            |        |      |              |             |       |                       |       |       |       |  |
| 1 210.0                               | 1998 PROGRAM - CITY'S SHARE OF SERVICES FOR RESIDENTIAL LOCALS | 1998          | 1998                       | 951        | 350    | RS   |              | 601         |       |                       | 601   |       |       |  |
| 2                                     |                                                                |               |                            |            |        |      |              |             |       |                       |       |       |       |  |
| 1 211.0                               | 1999 PROGRAM - CITY'S SHARE OF SERVICES FOR RESIDENTIAL LOCALS | 1999          | 1999                       | 1,014      | 373    | RS   |              | 641         |       |                       |       | 641   |       |  |
| 2                                     |                                                                |               |                            |            |        |      |              |             |       |                       |       |       |       |  |



**PROPOSED CAPITAL BUDGET PROGRAM 1996 - 2000**  
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|                                              |                                             | PROJECT |        | GROSS         | SUBSIDIES &<br>OTHER RECEIPTS |      | REQUIRED        |                | ***** FINANCING ***** |               |               |               |               |
|----------------------------------------------|---------------------------------------------|---------|--------|---------------|-------------------------------|------|-----------------|----------------|-----------------------|---------------|---------------|---------------|---------------|
| CODING                                       | PROJECT DESCRIPTION                         | START   | FINISH | COST          | AMOUNT                        | CODE | 2001 &<br>AFTER | 1996 -<br>2000 | 1996                  | 1997          | 1998          | 1999          | 2000          |
| <b>TRANSPORTATION SERVICES</b>               |                                             |         |        |               |                               |      |                 |                |                       |               |               |               |               |
| <i>DEPARTMENT OF ENGINEERING - continued</i> |                                             |         |        |               |                               |      |                 |                |                       |               |               |               |               |
| 1                                            | 212.0                                       | 2000    | 2000   | 1,086         | 399                           | RS   |                 | 687            |                       |               |               |               | 687           |
| 2                                            | SHARE OF SERVICES<br>FOR RESIDENTIAL LOCALS |         |        |               |                               |      |                 |                |                       |               |               |               |               |
| <b>SUB-TOTAL</b>                             |                                             |         |        | <b>96,700</b> | <b>26,643</b>                 |      | <b>0</b>        | <b>70,057</b>  | <b>12,296</b>         | <b>13,112</b> | <b>13,984</b> | <b>14,900</b> | <b>15,765</b> |
| <b>TOTAL TRANSPORTATION SERVICES</b>         |                                             |         |        | <b>96,700</b> | <b>26,643</b>                 |      | <b>0</b>        | <b>70,057</b>  | <b>12,296</b>         | <b>13,112</b> | <b>13,984</b> | <b>14,900</b> | <b>15,765</b> |

**PROPOSED CAPITAL BUDGET PROGRAM 1996 - 2000**  
**ESTIMATED COST AND FINANCING OF PROJECTS FOR CONSIDERATION**  
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(2) METHOD OF FINANCING

| (2) METHOD OF FINANCING              |                                                                             |       |        | PROJECT       |        | SUBSIDIES &<br>OTHER RECEIPTS |                 | REQUIRED       |       | ***** FINANCING ***** |       |       |       |  |
|--------------------------------------|-----------------------------------------------------------------------------|-------|--------|---------------|--------|-------------------------------|-----------------|----------------|-------|-----------------------|-------|-------|-------|--|
| CODING                               | PROJECT DESCRIPTION                                                         | START | FINISH | GROSS<br>COST | AMOUNT | CODE                          | 2001 &<br>AFTER | 1996 -<br>2000 | 1996  | 1997                  | 1998  | 1999  | 2000  |  |
| RECREATION & CULTURAL SERVICES       |                                                                             |       |        |               |        |                               |                 |                |       |                       |       |       |       |  |
| DEPARTMENT OF CULTURE AND RECREATION |                                                                             |       |        |               |        |                               |                 |                |       |                       |       |       |       |  |
| 1 105.0                              | HAMILTON AQUATIC                                                            | 1996  | 1998   | 12,000        |        |                               |                 | 12,000         | 3,000 | 4,000                 | 5,000 |       |       |  |
| 2                                    | CENTRE<br>(ANNUAL OPERATING<br>COST - \$360,000)                            |       |        |               |        |                               |                 |                |       |                       |       |       |       |  |
| 1 213.0                              | SOUTH MOUNTAIN                                                              | 1996  | 1998   | 10,000        |        |                               |                 | 10,000         | 2,500 | 3,000                 | 4,500 |       |       |  |
| 2                                    | RECREATION COMPLEX<br>- EAST/WEST<br>(ANNUAL OPERATING<br>COST - \$600,000) |       |        |               |        |                               |                 |                |       |                       |       |       |       |  |
| 1 214.0                              | PARKDALE RETROFIT                                                           | 1996  | 1996   | 250           |        |                               |                 | 250            | 250   |                       |       |       |       |  |
| 2                                    |                                                                             |       |        |               |        |                               |                 |                |       |                       |       |       |       |  |
| 1 215.0                              | MILITARY MUSEUM                                                             | 1997  | 1998   | 2,000         |        |                               |                 | 2,000          |       | 800                   | 1,200 |       |       |  |
| 2                                    | RE-DEVELOPMENT<br>(ANNUAL OPERATING<br>COST - \$60,000)                     |       |        |               |        |                               |                 |                |       |                       |       |       |       |  |
| 1 216.0                              | SOUTH MOUNTAIN                                                              | 1998  | 2000   | 11,000        |        |                               |                 | 11,000         |       |                       | 3,000 | 3,500 | 4,500 |  |
| 2                                    | RECREATION COMPLEX<br>- EAST/WEST<br>(ANNUAL OPERATING<br>COST - \$600,000) |       |        |               |        |                               |                 |                |       |                       |       |       |       |  |



**PROPOSED CAPITAL BUDGET PROGRAM 1996 - 2000**  
**ESTIMATED COST AND FINANCING OF PROJECTS FOR CONSIDERATION**  
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(2) METHOD OF FINANCING

| (2) METHOD OF FINANCING                          |                                                                           |               |                | SUBSIDIES & |                       | REQUIRED |              | ***** FINANCING ***** |       |       |        |       |       |
|--------------------------------------------------|---------------------------------------------------------------------------|---------------|----------------|-------------|-----------------------|----------|--------------|-----------------------|-------|-------|--------|-------|-------|
| CODING                                           | PROJECT DESCRIPTION                                                       | PROJECT START | PROJECT FINISH | GROSS COST  | OTHER RECEIPTS AMOUNT | CODE     | 2001 & AFTER | 1996 - 2000           | 1996  | 1997  | 1998   | 1999  | 2000  |
| RECREATION & CULTURAL SERVICES                   |                                                                           |               |                |             |                       |          |              |                       |       |       |        |       |       |
| DEPARTMENT OF CULTURE AND RECREATION - continued |                                                                           |               |                |             |                       |          |              |                       |       |       |        |       |       |
| 1 217.0                                          | MUSEUM STORAGE                                                            | 1999          | 1999           | 2,000       |                       |          |              | 2,000                 |       |       |        | 2,000 |       |
| 2                                                | FACILITY<br>(ANNUAL OPERATING<br>COST - \$70,000)                         |               |                |             |                       |          |              |                       |       |       |        |       |       |
| SUB-TOTAL                                        |                                                                           |               |                | 37,250      | 0                     |          | 0            | 37,250                | 5,750 | 7,800 | 13,700 | 5,500 | 4,500 |
| PUBLIC WORKS - PARKS DIVISION                    |                                                                           |               |                |             |                       |          |              |                       |       |       |        |       |       |
| 1 218.0                                          | PARK DEVELOPMENT                                                          | 1996          | 2000           | 6,000       |                       |          |              | 6,000                 | 1,200 | 1,200 | 1,200  | 1,200 | 1,200 |
| 2                                                | AND REDEVELOPMENT<br>BY PRIORITY<br>(ANNUAL OPERATING<br>COST - \$40,000) |               |                |             |                       |          |              |                       |       |       |        |       |       |
| 1 219.0                                          | PRIORITY PARK                                                             | 1996          | 2000           | 10,000      |                       |          |              | 10,000                | 2,000 | 2,000 | 2,000  | 2,000 | 2,000 |
| 2                                                | LAND ACQUISITION                                                          |               |                |             |                       |          |              |                       |       |       |        |       |       |
| SUB-TOTAL                                        |                                                                           |               |                | 16,000      | 0                     |          | 0            | 16,000                | 3,200 | 3,200 | 3,200  | 3,200 | 3,200 |

**PROPOSED CAPITAL BUDGET PROGRAM 1996 - 2000**  
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(2) METHOD OF FINANCING

| (2) METHOD OF FINANCING              |                     |                                                                  |                | SUBSIDIES & |                       | REQUIRED |              | ***** FINANCING ***** |        |        |        |       |       |
|--------------------------------------|---------------------|------------------------------------------------------------------|----------------|-------------|-----------------------|----------|--------------|-----------------------|--------|--------|--------|-------|-------|
| CODING                               | PROJECT DESCRIPTION | PROJECT START                                                    | PROJECT FINISH | GROSS COST  | OTHER RECEIPTS AMOUNT | CODE     | 2001 & AFTER | 1996 - 2000           | 1996   | 1997   | 1998   | 1999  | 2000  |
| RECREATION & CULTURAL SERVICES       |                     |                                                                  |                |             |                       |          |              |                       |        |        |        |       |       |
| HAMILTON PUBLIC LIBRARY BOARD        |                     |                                                                  |                |             |                       |          |              |                       |        |        |        |       |       |
| 1                                    | 171.0               | SOUTH EAST MOUNTAIN                                              | 1996           | 1996        | 5,983                 |          |              | 5,983                 | 5,983  |        |        |       |       |
| 2                                    |                     | - NEW BRANCH CONSTRUCTION<br>(ANNUAL OPERATING COST - \$718,000) |                |             |                       |          |              |                       |        |        |        |       |       |
| 1                                    | 220.0               | SOUTH WEST MOUNTAIN                                              | 1997           | 1997        | 3,689                 |          |              | 3,689                 |        | 3,689  |        |       |       |
| 2                                    |                     | - NEW BRANCH CONSTRUCTION<br>(ANNUAL OPERATING COST - \$404,000) |                |             |                       |          |              |                       |        |        |        |       |       |
| SUB-TOTAL                            |                     |                                                                  |                |             | 9,672                 | 0        | 0            | 9,672                 | 5,983  | 3,689  | 0      | 0     | 0     |
| TOTAL RECREATION & CULTURAL SERVICES |                     |                                                                  |                |             | 62,922                | 0        | 0            | 62,922                | 14,933 | 14,689 | 16,900 | 8,700 | 7,700 |



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| (2) METHOD OF FINANCING                     |                     | PROJECT                                                                                            |        | GROSS | SUBSIDIES & |      | REQUIRED |        | ***** FINANCING ***** |      |      |      |      |
|---------------------------------------------|---------------------|----------------------------------------------------------------------------------------------------|--------|-------|-------------|------|----------|--------|-----------------------|------|------|------|------|
| CODING                                      | PROJECT DESCRIPTION | START                                                                                              | FINISH | COST  | AMOUNT      | CODE | 2001 &   | 1996 - | 1996                  | 1997 | 1998 | 1999 | 2000 |
| PLANNING AND DEVELOPMENT                    |                     |                                                                                                    |        |       |             |      |          |        |                       |      |      |      |      |
| PLANNING DEPARTMENT                         |                     |                                                                                                    |        |       |             |      |          |        |                       |      |      |      |      |
| 1                                           | 173.5               | ENCLAVES CLEARANCE                                                                                 | 1996   | 1996  | 2,000       |      |          | 2,000  | 2,000                 |      |      |      |      |
| 2                                           |                     | - PHASE II                                                                                         |        |       |             |      |          |        |                       |      |      |      |      |
| SUB-TOTAL                                   |                     |                                                                                                    |        |       | 2,000       | 0    | 0        | 2,000  | 2,000                 | 0    | 0    | 0    | 0    |
| PUBLIC WORKS DEPARTMENT - COMMUNITY RENEWAL |                     |                                                                                                    |        |       |             |      |          |        |                       |      |      |      |      |
| 1                                           | 221.0               | DOWNTOWN ACTION                                                                                    | 1996   | 1999  | 800         |      |          | 800    | 200                   | 200  | 200  | 200  |      |
| 2                                           |                     | PLAN PHASE VI INTER-<br>CONNECTING STREETS IN<br>DOWNTOWN CORE (ANNUAL<br>OPERATING COST \$15,000) |        |       |             |      |          |        |                       |      |      |      |      |
| 1                                           | 222.0               | PARK VIEW PRIDE                                                                                    | 1996   | 1998  | 800         | 400  | P        | 400    | 100                   | 200  | 100  |      |      |
| 2                                           |                     | PROGRAMME (EAST & WEST)<br>(ANNUAL OPERATING COST<br>COST \$29,000)                                |        |       |             |      |          |        |                       |      |      |      |      |

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| (2) METHOD OF FINANCING             |                                                          |                  |        | SUBSIDIES &   |                          | REQUIRED |                 | ***** FINANCING ***** |       |      |      |      |      |
|-------------------------------------|----------------------------------------------------------|------------------|--------|---------------|--------------------------|----------|-----------------|-----------------------|-------|------|------|------|------|
| CODING                              | PROJECT DESCRIPTION                                      | PROJECT<br>START | FINISH | GROSS<br>COST | OTHER RECEIPTS<br>AMOUNT | CODE     | 2001 &<br>AFTER | 1996 -<br>2000        | 1996  | 1997 | 1998 | 1999 | 2000 |
| PLANNING AND DEVELOPMENT            |                                                          |                  |        |               |                          |          |                 |                       |       |      |      |      |      |
| PUBLIC WORKS DEPARTMENT - continued |                                                          |                  |        |               |                          |          |                 |                       |       |      |      |      |      |
| 1 223.0                             | BLAKELEY/ST. CLAIR                                       | 1997             | 1999   | 400           |                          |          |                 | 400                   |       | 100  | 200  | 100  |      |
| 2                                   | PRIDE PROGRAMME<br>(ANNUAL OPERATING<br>COST - \$31,000) |                  |        |               |                          |          |                 |                       |       |      |      |      |      |
| SUB-TOTAL                           |                                                          |                  |        | 2,000         | 400                      |          | 0               | 1,600                 | 300   | 500  | 500  | 300  | 0    |
| TOTAL PLANNING AND DEVELOPMENT      |                                                          |                  |        | 4,000         | 400                      |          | 0               | 3,600                 | 2,300 | 500  | 500  | 300  | 0    |



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| (2) METHOD OF FINANCING   |                     |         |        | SUBSIDIES & |                       | REQUIRED |              |             |                       |        |        |        |        |
|---------------------------|---------------------|---------|--------|-------------|-----------------------|----------|--------------|-------------|-----------------------|--------|--------|--------|--------|
| CODING                    | PROJECT DESCRIPTION | PROJECT |        | GROSS COST  | OTHER RECEIPTS AMOUNT | CODE     | 2001 & AFTER | 1996 - 2000 | ***** FINANCING ***** |        |        |        |        |
|                           |                     | START   | FINISH |             |                       |          |              |             | 1996                  | 1997   | 1998   | 1999   | 2000   |
|                           | CAPITAL CONTINGENCY |         |        |             |                       |          |              |             |                       |        |        |        |        |
| 1 224.0                   | 1996 - 2000 CAPITAL | 1996    | 2000   | 7,500       |                       |          |              | 7,500       | 1,500                 | 1,500  | 1,500  | 1,500  |        |
| 2                         | CONTINGENCY         |         |        |             |                       |          |              |             |                       |        |        |        |        |
| TOTAL CAPITAL CONTINGENCY |                     |         |        | 7,500       | 0                     |          | 0            | 7,500       | 1,500                 | 1,500  | 1,500  | 1,500  |        |
| TOTAL MUNICIPAL GENERAL   |                     |         |        | 186,346     | 32,043                |          | 0            | 154,303     | 32,918                | 31,706 | 34,808 | 27,643 | 27,228 |

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| (2) METHOD OF FINANCING                                   |                     |       |        | PROJECT |        | GROSS<br>COST | SUBSIDIES &<br>OTHER RECEIPTS |                | REQUIRED |        | ***** FINANCING ***** |        |      |  |  |
|-----------------------------------------------------------|---------------------|-------|--------|---------|--------|---------------|-------------------------------|----------------|----------|--------|-----------------------|--------|------|--|--|
| CODING                                                    | PROJECT DESCRIPTION | START | FINISH | AMOUNT  | CODE   |               | 2001 &<br>AFTER               | 1996 -<br>2000 | 1996     | 1997   | 1998                  | 1999   | 2000 |  |  |
| PROCEEDS FROM CAPITAL LEVY,<br>RESERVES AND RESERVE FUNDS |                     |       |        |         |        |               |                               |                |          |        |                       |        |      |  |  |
| CAPITAL LEVY                                              |                     |       |        |         |        |               |                               |                |          |        |                       |        |      |  |  |
| 1 22002                                                   | CAPITAL LEVY        | 1996  | 2000   |         | 32,565 |               | 32,565                        | 6,353          | 6,432    | 6,512  | 6,593                 | 6,675  |      |  |  |
| 2 CL                                                      |                     |       |        |         |        |               |                               |                |          |        |                       |        |      |  |  |
| SUB-TOTAL                                                 |                     |       |        | 0       | 32,565 | 0             | 32,565                        | 6,353          | 6,432    | 6,512  | 6,593                 | 6,675  |      |  |  |
| TOTAL PROCEEDS FROM CAPITAL LEVY<br>& RESERVES            |                     |       |        | 0       | 32,565 | 0             | 32,565                        | 6,353          | 6,432    | 6,512  | 6,593                 | 6,675  |      |  |  |
| TOTAL MUNICIPAL GENERAL                                   |                     |       |        | 186,346 | 32,043 | 0             | 154,303                       | 32,918         | 31,706   | 34,808 | 27,643                | 27,228 |      |  |  |
| LESS PROCEEDS FROM CAPITAL LEVY<br>& RESERVES             |                     |       |        | 0       | 32,565 | 0             | 32,565                        | 6,353          | 6,432    | 6,512  | 6,593                 | 6,675  |      |  |  |
| NET TOTAL MUNICIPAL GENERAL                               |                     |       |        | 186,346 | 64,608 | 0             | 121,738                       | 26,565         | 25,274   | 28,296 | 21,050                | 20,553 |      |  |  |
| NET TOTAL CAPITAL BUDGET<br>PROGRAM 1996-2000             |                     |       |        | 186,346 | 64,608 | 0             | 121,738                       | 26,565         | 25,274   | 28,296 | 21,050                | 20,553 |      |  |  |

NOTE: PROJECTS FINANCED BY RESERVES ARE TO BE CONSIDERED SUBJECT TO THE AVAILABILITY OF FUNDING IN THE RESERVES



## GLOSSARY OF TERMS

### Accrual Basis of Accounting

- The basis under which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefit received, notwithstanding that the receipt of the revenue or the payment of expenditure may take place, in whole or part, in another accounting period.

### Adjusted Municipal Levy

- Consists of the general municipal levy, supplementary taxes, payments-in-lieu of taxes, and receipts from telephone and telegraph companies.

### Assessment

- The process of making the official valuation of property for taxation purposes. The valuation placed upon property as a result of this process.

### Assessment Roll

- With real property, the official list containing the legal description of each parcel of property and its assessed valuation along with the school support (public or separate), and the owner's name and address. With business property, the assessment roll is the official list containing the name and address of the owner, nature of the business, school support, and its assessed value.

### Capital General Contingency

- A reserve set aside against unforeseen increases in project costs or consideration of new projects by Council, without the necessity of reducing or deleting some other project.

### Contingency

- A provision within the Current Budget set aside against unforeseen expense.

### Consolidated Expenditure

- Net total expenditure of the Revenue Fund, Capital Fund and Reserve Fund.

### Consolidated Revenue

- Net total revenue of the Revenue Fund, Capital Fund and Reserve Fund.

## GLOSSARY OF TERMS

### C.P.I. - Consumer Price Index

- An indicator of changes in consumer prices, as monitored by Statistics Canada.

### Current Budget Management Team Sub-Committee

- A sub-committee of Management Team created to review , prioritize and recommend the funding levels.

### Debenture

- An obligation resulting from the borrowing of money for the purpose of financing specific Capital projects.

### Debenture Principal & Interest

- A partial payment of an original amount borrowed plus interest, based on the outstanding balance of the loan. (also referred to as debt charges)

### Debt Charges-to-Adjusted Levy

- The relationship of debt charges as a percentage of adjusted levy. The City has a self-imposed guideline that debt charges should not exceed 11.6% of the adjusted levy.

### Downsizing

- Establishing the appropriate staffing levels in all Departments of the Municipality to ensure efficient and effective operations. Downsizing could involve reorganizations.

### F.T.E. - Full Time Equivalent

- The translation of staff positions (full- or part-time) to establish a uniform parameter of working hours.

### "Hard" and "Soft" Services

- Hard services are infrastructure expenditures such as roads, sidewalks, fire buildings, etc. and soft services are mainly cultural and recreational type expenditures.

### H.E.C.F.I. - Hamilton Entertainment and Convention Facilities, Inc.

- A Local Board of the City of Hamilton, incorporated by a special Act of the Province of Ontario.



## GLOSSARY OF TERMS

### H.S.P.C.A.

- Hamilton Society for the Prevention of Cruelty to Animals.

### Local Board

- A board, commission, committee, body or local authority established or exercising any power or authority...with respect to any of the affairs or purposes of a municipality ie: Hamilton Parking Authority, Hamilton Public Library Board.

### Mill Rate

- See "Tax Rate"

### Modified Program Budgeting

- Budgeting that involves determining the costs of services on a per program basis.

### O.M.B. - Ontario Municipal Board

- A Board of the Province given jurisdiction and power in relation to municipal affairs, including approving borrowing, approval of certain by-laws, and supervising certain expenditures.

### Ontario Conditional Grants

- Provincial grants on specific types of current expenditures.

### Ontario Unconditional Grants

- Provincial grants based on various factors including households, equalization factor, provincial standard, levies and assessments. These grants assist the municipality for costs incurred in supplying services to its residents.

### "Pay-As-You-Go"

- The policy of defraying a portion of the cost of Capital projects through the Current Budget instead of issuing a long-term debenture.

### Payment-In-Lieu of Tax

- Under present legislation, certain organizations are required to make payments as defined by legislation, in place of property taxes. These include hospitals, telephone and telegraph companies, colleges and universities and government offices and facilities.

## GLOSSARY OF TERMS

### Provincial Equalization Factor

- A factor calculated by the province to ensure that the assessment of rateable properties of all municipalities are equalized so that costs may be apportioned and grants provided on a basis which is just and equitable between municipalities and localities.

### Reserve

- A reserve is an allocation of net revenue that does not relate to any specific asset, it cannot have a revenue or an expense of itself, and it may be established for a predetermined purpose and applied for that purpose.

### Reserve Fund

- Reserve funds differ from reserves in that reserve fund assets are segregated from other assets and access to the fund is restricted to applications which meet the purpose of the fund.

### "Rightsizing"

- See "Downsizing"

### Self-Sustaining Municipal Services

- Revenue is not raised through property taxation but on a user fee basis.

### Six-Mill Capital Levy

- Relates to the "Pay-As-You-Go" policy of the City wherein an amount is allocated in the current year's budget to help finance Capital Projects.

### Special Assessment

- A compulsory levy made by a local government against certain properties to defray part or all of the cost of a specific improvement or service which presumed to be of general benefit to the public and of special benefit to such property.

### Standing Committee

- Various Committees of City Council responsible for specific municipal affairs, ie: Finance & Administration, Parks & Recreation.

### Supplementary Assessment

- Additional taxation revenue received as a result of new developments added to the tax roll.



## GLOSSARY OF TERMS

### Surplus From Previous Year

- Excess revenue over expenditure carried forward from the previous year.

### Taxable Assessment

- Value placed on property for which a mill rate is applied for purposes of determining property taxes. The method of determining taxable assessment is the same within each municipality, but each is based on different factors. Hamilton's assessment for 1990 taxation is based upon 1975 market values.

### Tax Levy

- The net total expenditures of the current operating budget which has to be raised through property taxation.

### Tax Rate

- The rate per \$1,000 of taxable realty and business assessment which is applied by the municipality in order to generate the taxation revenue required for the current years' operations.

### User Fees

- Any payment made by either an individual or a group to a municipality for the provision of a particular good or service, and includes licences, permits, and fees for recreational/cultural services.





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